In consideration of public health and open meeting requirements, this meeting will include an option for the public to live-stream or phone in to listen to the audio of the meeting. Please note that public comment will be received by phone at the beginning and end of this meeting. Alternatively, the Board encourages the public to email any comments for Board consideration to NewtownBOE@newtown.k12.ct.us

To view this meeting, the live stream link is: https://bit.ly/3hIz43L
For public participation and to listen to the meeting, please call 1-301-715-8592
The PIN is 816 0786 3963#

Board of Education Special Meeting   Virtual Meeting
September 24, 2020   7:00 p.m.

As citizens of our community, we will conduct ourselves in accordance with Newtown's Core Character Attributes as displayed in our character tree. We will be responsible for our actions and show respect for each other. We will interact peacefully, productively, and politely. We will be trustworthy and honest and show compassion toward others. Newtown's continued success is contingent upon our ability to persevere, to follow through with our commitments, and to stay focused on the greater good.

A G E N D A

Item 1   CALL TO ORDER

Item 2   PLEDGE

Item 3   **PUBLIC PARTICIPATION

Item 4   OLD BUSINESS
- Discussion and Possible Action: Potential COVID-Related Expenses
- Discussion and Possible Action: Budget Calendar Revision

Item 5   NEW BUSINESS
- Discussion on BOE Business Office Reporting Structure
- Discussion and Possible Action: Re-Entry K-6 Schedule for Wednesdays

Item 6   **PUBLIC PARTICIPATION

Item 7   ADJOURNMENT

**During the first Public Participation, the Board welcomes commentary regarding items on the agenda. After being recognized, please state your name and address for the record. We request that speakers be respectful and limit comments to not more than three minutes. The Board of Education does not discuss personnel items or student matters in public. During the second Public Participation, commentary may address the agenda or may introduce issues for the Board to consider in the future. The Board does not engage in dialogue during either public comment period. If you desire more information or answers to specific questions, please email the BOE: NewtownBOE@newtown.k12.ct.us

NEWTOWN PUBLIC SCHOOLS
NEWTOWN, CONNECTICUT

2021-2022 SCHOOL BUDGET DEVELOPMENT CALENDAR

	Activity	Responsibility	Date	Day	Meeting Type
	ADMINISTRATION				
1.	Commencement of Budget Process Calendar & Materials Distributed	Supt & Director of Business	09/11/20	Fri	Distribution
2.	Discussion and Expectations / Goals of Budget Process	Superintendent	09/11/20	Fri	A Team
3.	Submission of Technology & Bldg & Grounds Requests	Dir's of Tech / Facilities	10/23/20	Fri	CO Internal
4.	Submission of All Budget Requests	Principals / Directors	10/30/20	Fri	CO Internal
5.	Submission of Salaries	Accountant & Personnel	11/03/20	Tues	CO Internal
6.	Preliminary Update and Discussion of Budget in Progress	Superintendent	11/06/20	Fri	A Team
7.	Individual Administrative Budget Meetings	Superintendent	11/16-12/4	Mon-Fri	Cost Center Leaders
8.	Distribute Superintendent's Proposed Budget	Superintendent	01/12/21	Tue	Hand Delivery
	BOARD OF EDUCATION				
9.	Superintendent's Overview of Proposed Budget to BOE, Elem, Reed, MS	Superintendent	01/19/21	Tues	RegularBOE Mtg
10.	Budget Workshop - *High Schools, Special Ed. Pupil Pers, Health, Curriculum*	Board of Ed	01/21/21	Thurs	Workshop Mtg
11.	Budget Workshop - *Tech, Cont.Ed, Plant, Benefits, Gen Serv & Trans*	Board of Ed	01/26/20	Tues	Workshop Mtg
12.	Budget Workshop - *Public Hearing & Discussion*	Board of Ed	01/28/21	Tues	Workshop Mtg
13.	Budget Workshop - **Adoption of Budget**	Board of Ed	02/02/21	Tues	Regular BOE Mtg
14.	BOE Budget Submitted to Financial Director *(Feb 14th submission deadline per Town Charter)*	Director of Business	02/05/21	Fri	Finance Internal *(Delivery)*
	BOARD OF FINANCE				
15.	Budget Proposals Published in Newspaper *(At least 5 days prior to Public Hearing per Town Charter)*	Finance Director	02/05/21	Fri	(Newspaper)
16.	Board of Finance - Budget Reivew with Board of Ed	Board of Finance	TBD		Finance Board
17.	Board of Finance Public Budget Hearing for the Town *(Not later than the first Wednesday in March, per Town Charter)*	Board of Finance	02/11/21	Thurs	Public Hearing
	Schools Closed - Winter Recess	2/15/21 thru 2/16/21		Mon - Tue	
18.	Board of Finance recommends Budget to Legislative Council *(Not later than March 14th, per Town Charter) (BOF Vote)*	Board of Finance	03/03/21	Wed	Finance Board
19	Budget Proposals Published in Newspaper *(At least 5 days prior to Public Hearing per Town Charter)*	Finance Director	03/05/21	Fri	(Newspaper)
	LEGISLATIVE COUNCIL				
20.	L.C. Education Sub-committee deliberations	Legislative Council	TBD		L.C. Sub-committee
21.	Legislative Council Public Budget Hearing *(Not later than last Wednesday in March, per Town Charter)*	Legislative Council	03/17/21	Wed	Public Hearing
22.	Legislative Council Budget Meeting	Legislative Council Discussion	TBD		Legislative Council
23.	Legislative Council adopts a Town Budget *(Not later than the 2nd Wednesday in April, per Town Charter)*	Legislative Council	04/07/21	Wed	Legislative Council
	Schools Closed - Spring Recess	4/12/21 thru 4/16/21		Mon - Fri	
24.	LC Budget Proposal Published in Newspaper *(At least 5 days prior to Annual Budget Referendum per Town Charter)*	Finance Director	04/16/21	Fri	(Newspaper)
25.	Town Budget Referendum *(4th Tuesday in April per Town Charter)*	Town Charter	04/27/21	Tue	Referendum Vote

NOTE: Activities from 16. - 23. are subject to change at the discretion of the respective Board.

TBD = To Be Determined as they move along in the process

ORGANIZATIONAL CHART

BOARD OF EDUCATION

SUPERINTENDENT OF SCHOOLS

EXECUTIVE SECRETARY

CENTRAL OFFICE SECRETARY

ASSISTANT SUPERINTENDENT

EXECUTIVE SECRETARY

SCHOOL PRINCIPALS

DIRECTOR K-12 GUIDANCE

DIRECTOR OF TEACHING & LEARNING

DIRECTOR OF VISUAL & PERFORMING ARTS

DIRECTOR OF ADULT EDUCATION

DIRECTOR OF TECHNOLOGY

DISTRICT DATABASE ADMINISTRATOR

SECRETARY/ HELP DESK

TECH STAFF

DIRECTOR OF BUSINESS & FINANCE

BUSINESS OFFICE COORDINATOR

PURCHASING DIRECTOR

ACCOUNTANT

ASSOC. DIRECTOR BUSINESS/FINANCE

WHITSONS FOOD SERVICE

ALL STAR TRANSPORTATION

DIRECTOR OF OPERATIONS

SECRETARY OPERATIONS

ASSISTANT DIRECTOR OF OPERATIONS

CUSTODIAN AND MAINTENANCE STAFF

LEAD PAYROLL

ACCOUNTING/PAROLL COORDINATOR

ACCOUNTS PAYABLE COORDINATOR

DIRECTOR OF SECURITY

SECURITY GUARDS

DIRECTOR OF HUMAN RESOURCE

HUMAN RESOURCE COORDINATOR

INSURANCE COORDINATOR

EXECUTIVE SECRETARY

DIRECTOR OF PUPIL SERVICES

SPECIAL EDUCATION SUPERVISORS

SPECIAL ED COORDINATOR

PUPIL SERVICES STAFF

NURSING SUPERVISOR

SCHOOL NURSES

Town and School District of Newtown

Municipal and School District Operations Feasibility Study
Findings and Recommendations

Final Report

March 2012

BlumShapiro
Accounting | Tax | Business Consulting

Table of Contents

BlumShapiro
Accounting | Tax | Business Consulting

I. **Project Overview**

A. Background

The Town and School District of Newtown (hereafter referred to as "Newtown") has reached a critical milestone where they are looking for an organizational analysis on the feasibility, benefit or disadvantage from an efficiency or cost prospective, of fully or partially combining municipal services and school district operations related to Finance and Human Resources functions, computer technology and building management. Newtown hired Blum Shapiro Consulting, LLC to conduct this comprehensive evaluation of all operations of the finance, human resource and building management functions within the municipal services and school district operations. We performed an analysis of the existing operations, including how the operations are functioning (quality, volume of work, and efficiency). BlumShapiro Consulting, LLC interviewed thirty-two individuals as part of the municipal and school district operations feasibility study. These individuals included personnel from the Town's Finance, Human Resources, Purchasing, Public Works and Technology departments; and the School District's Business Office, Human Resources, Technology and Facilities departments; the First Selectman and the Superintendent of Schools. We also interviewed members of the Board of Finance, Board of Education and the Legislative Council.

The goal of the municipal and school district operations feasibility study was to perform a comprehensive analysis of the existing operations, evaluate the current positions with all related staff, evaluate the way each department and its employees work within their respective department and how the department works within the organization as a whole, perform an evaluation of office space requirements, and develop an implementation plan for our recommendations. Part of our goal was to deliver effective and efficient performance within a framework that may fully or partially consolidate support provided to all operations within the municipal services and school district. As part of this process, workflows and business process maps were also documented.

B. Methodology

The goals and objectives of this municipal and school district operations feasibility study included the following:

- Perform a comprehensive analysis of the existing operations that will review quality, workload, processes, efficiency, compliance mandates, and overall performance.
- Evaluate the current positions (task, job descriptions, skill, experience, etc...) with all related staff including developing a detailed questionnaire prior to the interviews.
- Evaluate the way each department and its employees work within their respective department and how the department works within the organization as a whole, including reporting requirements.
- Develop an operational/organizational framework that best serves the needs of the Municipality and School District as a whole.
- Develop an implementation plan for our recommendations.

As a result of the aforementioned goals and objectives, the project team focused on the following:

1. Reviewing the current policies, procedures, and protocols and observing processes managing the flow of information within and between the various operating areas (e.g., Purchasing, Accounts Payable, Payroll, Human Resources, Technology, etc.). The following processes and functional areas were reviewed in detail:

   - Purchasing
   - Human resources
   - Facilities

   - Accounts Payable
   - Payroll
   - Technology

2. Evaluating current staff positions and structure by identifying the roles and responsibilities of key personnel within Town and School District's operations for the Finance, Human Resources, and Facility Management/Building Maintenance.

3. Confirming the current technology initiatives implemented by the Town and School District of Newtown by reviewing the use of key applications, including MUNIS and Phoenix financial management systems, the ADP/Phoenix payroll systems, TrackIT, ProGeos, and SchoolDude.

The process was participative and consultative. The project team interviewed and consulted with Newtown's key management and administrative staff, including Town and School District staff. Newtown was given significant opportunity to contribute their thoughts and suggestions. Individual interview sessions were held to gain specific information and perspectives on relevant issues. Additionally, we interviewed members of the Board of Finance and Board of Education and the Legislative Council. The entire municipal and school district operations feasibility study methodology was iterative in nature.

C. Acknowledgements

Blum Shapiro would like to thank the Town and School District of Newtown for their participation, support, on-going dialog, and feedback during this project. A list of the project participants is provided in the Appendix.

A. Overview

As part of the information gathering process to perform the municipal and school district operations feasibility study, the project team interviewed various personnel from the Newtown Municipal and School District, including the finance, human resources, IT, and building management functions. Additionally, we interviewed members of the Board of Finance and Board of Education and the Legislative Council. The project team tracked information obtained during individual interviews and discussions to better understand the technical, functional and business issues confronting the Town and School District from an operational, business and technology perspective. This information was then analyzed to determine a framework that may fully or partially consolidate support provided to all operations within the municipal services and school district.

Common themes raised by many individuals included:

- We think it is a good idea to share services.
- We are concerned about our jobs.
- We have invested too much time and energy into our existing department and do not want to change.

B. Report Format

We have grouped our findings into the following observations:

A. Financial and Human Resources Operations

B. Information Technology

C. Facilities and Maintenance

For each observation, we discuss the critical issues involved and provide specific recommendations at the conclusion of the Findings section.

C. Commendations

Although this report will identify a number of findings and recommendations as part of the municipal and school district operations feasibility study, there are a number of very positive and successful initiatives that have had a significant positive impact on the overall operations within the Town and School District. Outlined below are some of these initiatives:

1. The Town and School District displayed the ability to work as a team by initiating this study.

2. All staff and management were timely and well prepared for all interviews and follow-up questions during this project.

3. The School District has implemented many of the SunGard-Phoenix software features and functionality.

4. Certain areas (Technology and Facilities) are already sharing some services on an informal basis.

Findings

1. <u>The Newtown Finance and Human Resources Departments consists of six employees (3 Union and 3 Contracted positions)</u>
    a. Finance – 3 union and 2 non-union positions
        i. Finance Director – reports to the First Selectman (contracted position)
        ii. Assistant Finance Director – reports to the Finance Director (contracted position)
        iii. Accounts Payable Clerk – reports to the Assistant Finance Director (Town Hall Union)
        iv. Accountant/Payroll Clerk – reports to the Finance Director (Town Hall Union)
        v. Secretary – reports to the Finance Director (Town Hall Union)
    b. Human Resources Administrator – reports to the First Selectman (contracted position)

2. <u>The School District Business and Human Resources Department consists of ten employees (5 Union and 5 Contracted positions)</u>
    a. Finance – 5 union and 3 non-union positions
        i. Director of Business – reports to the Superintendent (contracted position)
        ii. Administrative Secretary – reports to the Director of Business (contracted position)
        iii. Accountant – reports to the Director of Business (contracted position)
        iv. Insurance Coordinator – reports to the Director of Business (union)
        v. Payroll/Accounts Payable Assistant – reports to the Director of Business (union)
        vi. Payroll Coordinator – reports to the Director of Business (union)
        vii. Accounts Payable Coordinator – reports to the Director of Business (union)
        viii. Business Office Bookkeeper – reports to the Director of Business (union)
    b. Human Resources – both positions are non-union
        i. Human Resources Director (0.6 FTE) – reports to the Superintendent (contracted position)
        ii. Human Resources Coordinator – reports to the Human Resources Director (contracted position)

3. Salaries and Benefits for the Town and School District are Similar But Different
    a. The chart below summarizes the comparison of salaries between the Town and School District

Salary Comparison	Town	School District
Assistant Finance Director/Accountant	Similar	Similar
Secretary/Administrative Secretary	**Lower**	**Higher**
Insurance Coordinator	N/A	
Payroll/AP Assistant	N/A	
Accountant-Payroll/Payroll Coordinator	**Higher**	**Lower**
AP Clerk/AP Coordinator	**Lower**	**Higher**
Business Office Bookkeeper	N/A	
Human Resources Director	N/A	

4. The Newtown Finance Department utilizes MUNIS for complete general ledger accounting
    a. The Finance Department utilizes the MUNIS system for complete general ledger accounting including: revenues, expenditures and balance sheet
    b. The Finance Department performs all bank reconciliations for all accounts
    c. The Finance Department controls cash transfers to the school district
    d. The Town does not own all needed MUNIS modules for a complete integrated financial system, the following modules are not owned and/or implemented:
        i. Payroll, Human Resources, Purchase Requisitions, Miscellaneous receivables

5. The Newtown Finance Departments utilizes ADP for payroll processing
    a. The ADP payroll service is operated as a standalone application and provides payroll checks and payroll filings
    b. The ADP service costs approximately $33,000 per year
    c. It does not integrate with the general ledger or a human resources component

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d. This creates the following inefficiencies/duplications:
    i.   Manual interfaces to general ledger
    ii. No ability to inquire on payroll expenditure details through the financial system
    iii. No ability to generate "what-if" scenarios for different payroll/benefit assumptions in the MUNIS budget module
    iv. No integration with a human resources software module

6. <u>The School District utilizes the SunGard-Phoenix software product for general ledger, accounts payable, purchase orders, human resources and payroll</u>
    a. The School District has been proactive in implementing the SunGard Phoenix software modules and online features such as purchasing requisitions and purchase orders
        i.   Recently purchased fixed asset module
        ii. In the process of implementing an employee web portal
    b. While the School District has implemented many of the Phoenix software modules/features, they are not realizing the efficiencies because they continue to maintain duplicate information (i.e., excel spreadsheets)
    c. Additionally, the duplicate information maintained and updated in excel spreadsheets is used for reporting purposes instead of using the SunGard-Phoenix system's capability and running system-generated reports to obtain the data
    d. The SunGard-Phoenix software system supports full general ledger accounting, however, the School District is not maintaining full accounting on the system
        i.   The 7/31/2011 trial balance report shows a cash balance of over $66 million in one (fund 01) account
    e. The software vendor is not proactive in pushing out fixes
        i.   A concern exists regarding the longevity of the SunGard-Phoenix system due to the fact that SunGard has several other financial managements systems sold and supported directly for the municipal and local school district market
    f. Users feel they have not been effectively trained on the system

7. <u>Separate financial management systems between the Town and School District inherently creates inefficiencies</u>
    a. Reconciliations are required between the two organizations to account for cash transfers and receipts
    b. Community-wide information is not readily available to analyze expenditures across both organizations

    c.   Users cannot support each other because they have different software, processes and operating procedures within each organization

8.   <u>Neither the Town or School District are using their existing software to its fullest capabilities</u>

    a.   The tables below and on the following pages summarizes the high-level usage

    b.   The table below provides a description of each ranking based on BlumShapiro's assessment of financial system usage.

Ranking	Description
N/A	Module is appropriately not utilized by group.
1	Module/feature is not implemented or underutilized causing inefficiency and/or frustration.
2	Module/feature is implemented and working adequately.
3	Module/feature is essentially fully implemented.

Accounting	Town	Comments	School	Comments
1 *General Ledger*	2		2	The Balance Sheet is not maintained in Phoenix
2 *Budgeting*				
a. Budget Preparation	1	Unable to utilize PR data	2	Done in SunGard Phoenix
b. Monitoring	2		1	Excel is utilized for reporting
3 *Accounts Payable*				
a. Check Processing	3		3	
b. Check Reconciliation	2		N/A	Performed by Town
c. On-line Receiving	1	Unable to utilize since POs not used	1	Feature not utilized
4 *Purchase Orders/Requisitions*	1	PO not utilized, Requisition module not installed	3	
5 *Integration within Financials*	2		2	

Accounting	Town	Comments	School	Comments
6 *Payroll*				
a Processing	2		2	
b Time and Attendance	1	Not available, ADP module not owned	2	
c Integration with Financial	1	No integration with G/L	2	
7 *Human Resources*	1	All manual	1	Position Control and PAFs are manual

9. <u>Limited "Trust" exists between Town and Board of Education. See below table for trust factors:</u>

Town	Trust Between Organizations	School District
Legislative Council	Low	Board of Education
First Selectman	Medium-High	Superintendent
Finance Director	Medium-High	Director of Business
IT/GIS Director	High	IT Director
Public Works Director	High	Facilities Director

Findings

1. The Newtown Information Technology Department consists of three employees (all non-union)
    a. Technology and GIS Director – reports to First Selectman
    b. Technology Specialist – reports to Technology and GIS Director
    c. GIS Software Specialist – reports to Technology and GIS Director

2. The School District Information Technology function consists of seven employees and six stipend positions
    a. Six of the seven positions are unionized; one is a contracted position
    b. Director of Technology – reports to the Assistant Superintendent (contracted position)
    c. Secretary/Help Desk Support – reports to the Director of Technology (union)
    d. Technology Network Specialist – reports to the Director of Technology (union)
    e. Technology Support Specialist – reports to the Director of Technology (union)
    f. Two Technology Support Technicians – report to the Director of Technology (one is assigned to the High School) (union)
    g. In addition, there is a District Database Administrator – reports to the Assistant Superintendent (union)
    h. Six Stipend Positions provide additional technology support
        i. Each position is assigned to a School building (excluding High School)
        ii. Functions as technology liaison

3. Salaries and Benefits for the Town and School District are Comparable
    a. The chart below summarizes the comparison of salaries between the Town and School District

Salary Comparison	Town	School District
Technology and GIS Director/Director of Technology	**Lower**	**Higher**
Technology Specialist/Technology Support Technician	Similar	Similar
GIS Software Specialist/Secretary-Help Desk Support	Similar	Similar
Technology Network Specialist	N/A	
Technology Support Specialist	N/A	

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4. <u>Town Information Technology Department supports the key/critical Town applications</u>
    a. MUNIS – financial management system
        i. Application is hosted by Tyler Technologies
    b. ESRI – GIS system
    c. QDS – Tax Assessment and Tax Collection system
    d. MS-Exchange – email system
    e. New World Systems – Public Safety software

5. <u>District Database Administrator and School District Technical Staff support the key/critical School District applications, excluding the SunGard-Phoenix system</u>
    a. Key applications include, but are not limited to, the following:
        i. PowerSchool – Student Information System
            1. Snap – School nurse software fully integrated with PowerSchool
            2. Versatrans – School Bus transportation software fully integrated with PowerSchool
            3. Destiny – Library system fully integrated with PowerSchool
        ii. Inform
        iii. Filemaker Pro Database – home-grown IEP system
        iv. Gmail – email system (system is provided at no cost to educational institutions)
        v. Postini – email archiving solution
        vi. School Messenger

6. <u>Town and School District Information Technology departments are currently sharing resources</u>
   a. Sharing of IT resources is currently done on an informal basis and the relationship is working well
      i. This informal relationship is based on people and personalities not on standard policies and procedures
      ii. If people and/or personalities change this relationship would be at risk for change as well
   b. Share secretary/help desk support position (35 hours per week – School District and 5 hours per week – Town)
      i. Individual answers help desk calls and forwards to appropriate staff for resolution
      ii. Both Town and School District IT use TrackIT helpdesk software for managing security incidents
         1. TrackIT generates an automatic email to the requestor for problem ticket resolutions
         2. Entry of service tickets in help desk system decentralized for School District only
            a. Technology Liaisons enter tickets for their respective building
            b. Town's Technology and GIS Director or Help Desk Technician enters request for Town
   c. Administrative passwords are not shared between IT departments
      i. Separate user IDs and passwords with administrative privileges are used for each respective domain

Findings

1. <u>Newtown's Building Maintenance Division of Public Works consist of three employees (all union positions)</u>
    a. All three employees are in the Town Hall Union
        i. Head Maintainer
        ii. Two Maintainers
    b. Experience in custodial and maintenance work
    c. Formal work order system does not exist for building maintenance/custodial work

2. <u>School District Facilities Department consists of fifty-eight employees</u>
    a. One Director of Facilities, five maintenance and fifty-two custodial staff
        i. There are two custodial shifts in each of the school buildings
        ii. Exception: High School has three custodial shifts
    b. All staff, except for the Director of Facilities, are in the Custodians and Maintenance Federation Union-Local 3924
    c. Maintenance staff expertise includes: Electrical, Plumbing, HVAC, Carpentry
        i. Some maintenance staff hold a valid CT plumbing, Electrical or HVAC license
    d. There is a Head Custodian in each of the seven school buildings
        i. Hawley, Sandy Hook, Middle Gate and Head O'Meadow – each building has a total of 4 custodial staff assigned
            1. One head custodian and three custodians
        ii. Reed Intermediate – 8 staff total; one head custodian/one lead custodian and six custodians
        iii. Middle School – 9 staff total; one head custodian/one lead custodian and seven custodians
        iv. High School – 18 staff total; one head custodian/two lead custodians and fifteen custodians
    e. Use SchoolDude software for work orders
        i. Head custodian is responsible for entering work orders in the system
        ii. In the process of implementing scheduling module
            1. Currently using Google calendar for scheduling
            2. Includes preventative maintenance

3. <u>Salaries for the Town and School District are Similar but Benefits are different</u>
    a. The chart below summarizes the comparison of salaries between the Town and School District

Salary Comparison	**Town**	**School District**
Public Works Director/Director of Facilities	Similar	Similar
Head Maintainer/Head Custodian	Similar	Similar
Lead Custodian	N/A	
Maintainer/Custodian	Similar	Similar
Licensed Mechanic	N/A	

4. <u>Collaboration between School District and Town Parks and Recreation Department Already Exists</u>
    a. Relationship is working well today
        i. This is due to individuals holding those current positions establishing great lines of communication and respect for each other, etc.
    b. Sharing resources for:
        i. Grounds maintenance
        ii. Snow plowing

5. <u>Town's Building Maintenance Division of Public Works Collaborates with School District on a Limited Basis</u>
    a. Town has used the expertise and knowledge of the School District staff related to Electrical and Plumbing
    b. School District has provided materials (i.e., light bulbs, etc.) to the Town as needed

Outlined below is an overview of the current organizational structure for the Town and School District of Newtown.

Town and School District of Newtown
Current Combined Organizational Chart
As of March 2012 – Final Version
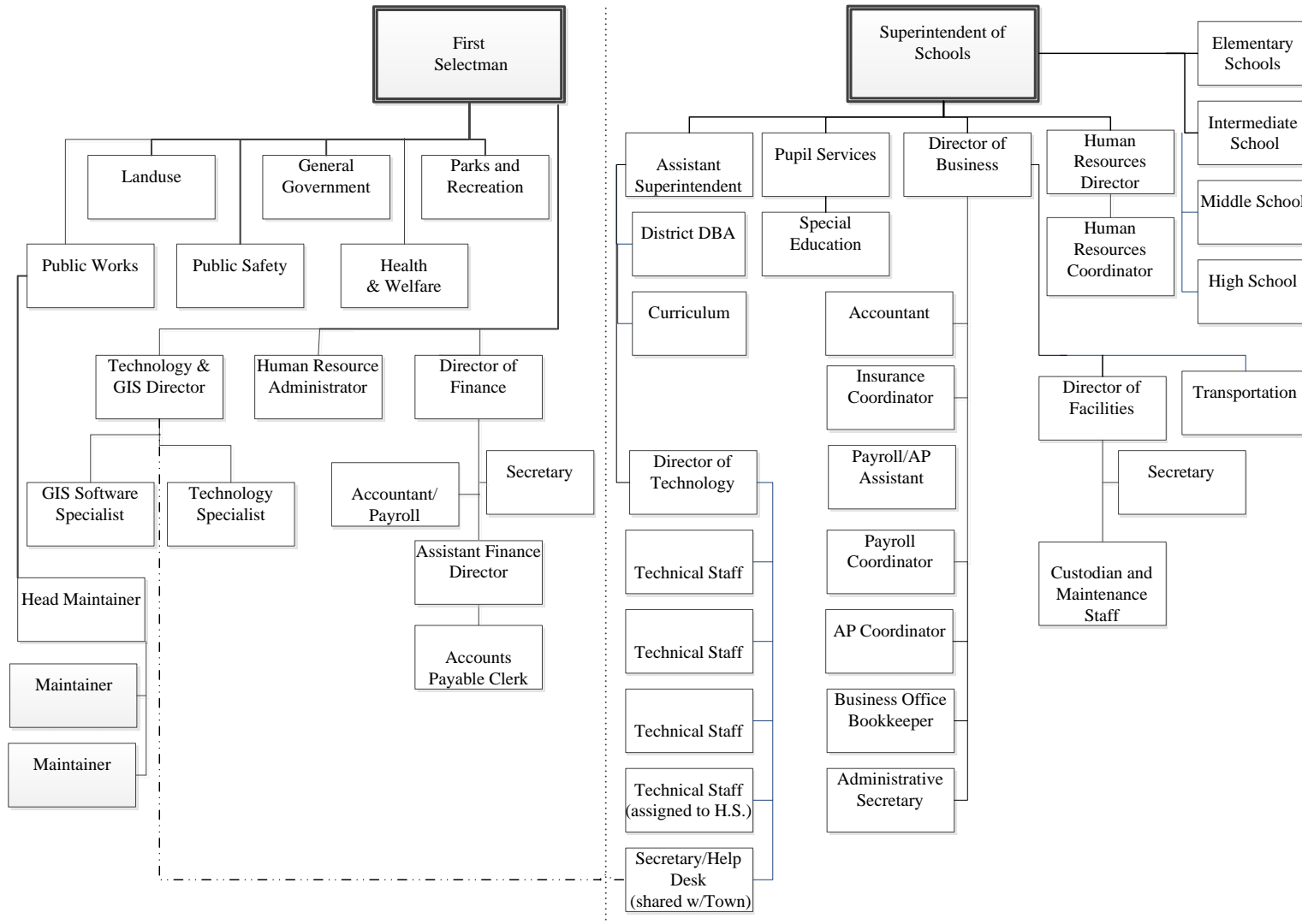
Recommendation – Transitional Approach Overview

1. Implement a Shared Services Model for the Town and School District
   a. We recommend a transitional approach to phasing into a new organizational structure for all areas reviewed
      i. Phase 1 – Merge School District Human Resources and Payroll with Town
      ii. Phase 2 – Merge Town Maintainers with School District
      iii. Phase 3 – Merge Town Information Technology with School District
      iv. Phase 4 – Merge School District Financial Operations with Town
   b. Utilize current employees in new structure
      i. Provides institutional knowledge of both organizations
      ii. Provides stabilization
      iii. Enables existing employees ability to ensure new organization is a good fit
   c. As employees leave/retire roles may need to be realigned

Phase 1
- Human Resources and Payroll
  - Create new processes and procedures
  - Create new organizational model
  - Utilize single HR/Payroll software application

Phase 2
- Facilities and Maintenance
  - Create Standard Operating Procedures (SOP)
  - Continue to leverage group purchasing for all activities
  - Have 3 Town Maintainers report to Director of Facilities

Phase 3
- Information Technologies
  - Create Standard Operating Procedures (SOP)
  - Create new organizational structure
  - Develop equitable cost sharing structure

Phase 4
- Financial Operations
  - Create new policies, procedures and protocols for financial operations
  - Create new organizational model
  - Utilize single financial software application

Recommendations – Phase 1 - Human Resources and Payroll

1. Formally combine the School District's Human Resource and Payroll personnel with the Town's operations
   a. Create two shared departments for human resources management and payroll processing
      i. One department for Human Resources and a second for Payroll
   b. The HR Director (part-time person) and HR Coordinator would report to the First Selectman and Superintendent
      i. The HR Administrators (coordinator) would report to the HR Director
      ii. The hiring process would be managed by the HR Director
         • Interviews would be performed by the respective department
   c. The School District's Payroll Coordinator and Insurance/Benefits Coordinator would report to:
      i. The Town's Payroll Manager and Chief Financial Officer for accounting control, and
      ii. The School District's Director of Business for data control
   d. Implement a unified organizational chart for both departments as identified below
   e. Consider eliminating a payroll position in the combined structure

```
        Human                                    Payroll Manager
      Resources
       Director
          |                                            |
    +-----+-----+                             +---------+---------+
    |           |                             |                   |
  Human       Human                        Benefits            Payroll
 Resources   Resources                     Insurance          Coordinator
 Coordinator Coordinator                   Coordinator
```
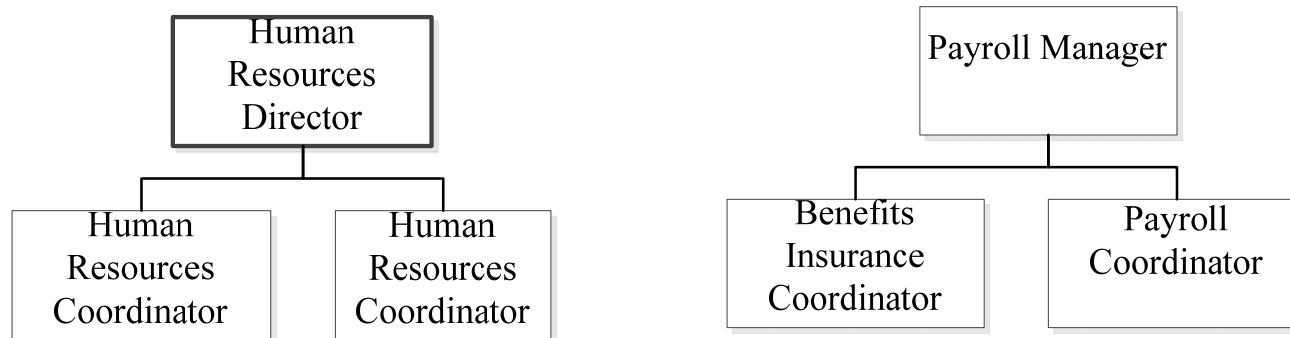
2. Bring the Town's Payroll processing in-house utilizing a unified financial management system
   a. Discontinue using ADP services for payroll and implement a payroll system that is integrating with the general ledger, financial reporting, and budget development systems
      i. Town will save approximately $33,000 per year
   b. Create a pilot program and implement the Phoenix System's Human Resource and Payroll modules for the Town

      i.   Common HR and Payroll practices can be established between the Town and School District

     ii.   Personnel can support both Town and School District operations creating a broader cross-trained group of employees

    iii.   This will be allow the Town to review and evaluate the capabilities of the Phoenix system while utilizing the software system

    iv.   This will help set the direction for Phase 4 of this plan and help solidify a financial software direction/strategy for both the Town and School District

3. <u>Create Standard Operating Procedures that address how the HR and Payroll Departments will support and provide services to the Town and School District personnel</u>

    a.   Characteristics of the SOP include:

        i.   Applicant tracking process
       ii.   Hiring process
      iii.   Termination process
      iv.   Salary adjustment process
       v.   Time and expense entry process

Recommendations – Phase 2 - Facilities and Maintenance

1. Formally combine the Town Building Maintenance with School District Facilities and Maintenance Department
   a. Create a single shared department for facilities maintenance and custodial work
   b. The three individuals working for the Town Building Maintenance department will report directly to the school district's Director of Facilities under the new shared department structure
   c. The Director of Facilities will report to both the Town and School District

2. Develop Facilities and Maintenance Support Services Agreement between the Town and School District

   a. Purpose of agreement is to establish a formal process and Standard Operating Procedures (SOP) to meet the facilities support needs of the Town and School District
      i. Agreement should address the overarching policies and guidelines between the two organizations
      ii. Agreement establishes a framework of principles and procedures to ensure the efficient management of resources
      iii. Agreement identifies how facilities and maintenance services will be prioritized and on what basis.
      iv. Priorities will be evaluated against:
         - Support and maintenance issues that significantly impacts critical operations will be dealt with immediately.
         - Support and maintenance issues that impact a large group of people will be dealt with immediately.
         - Support issues and maintenance issues that have a global impact on operations, security and/or safety will be dealt with immediately.

3. Continue to leverage joint purchasing between the Town and School District to receive better discounts for items including:
   a. Oil, gas and other utilities for the Town and School District on one contract so that each entity receives benefits
   b. Analyze facilities purchasing and receive better prices for cleaning and maintenance supplies

4. Continuing to operate independently and working together informally will not work in the long-term
   a. This informal working relationship is based on current personalities
      i. The continued success is subject to the risk of the personalities changing over time which would detrimentally impacting the ability to work together
   b. Need to create an institutional approach and long term approach to be successful

Recommendations – <u>Phase 3 - Information Technology</u>

1. <u>Formally combine the Town and School District's IT Departments into a single shared department</u>
    a. The three individuals working for the Town will work with and report directly to the School District's Director of Technology
    b. As part of this effort create a unified organizational chart (see below)
        i. New organization consists of nine employees with six stipend positions
            - The Stipend positions will continue to support each School's internal technology needs as required
        ii. The District DBA will still report directly to the School District's Assistant Superintendent

```
                        ┌──────────────┐
                        │  Director of │
                        │  Technology  │
                        └──────┬───────┘
          ┌──────────────┐     │          ┌ ─ ─ ─ ─ ─ ┐
          │Secretary/Help│─────┼ ─ ─ ─ ─ ─   District
          │     Desk     │     │          │    DBA    │
          └──────────────┘     │           ─ ─ ─ ─ ─ ─
                        ┌──────┴───────┐
                        │ Technology & │
                        │ GIS Manager  │
                        └──────┬───────┘
   ┌──────┬──────┬──────┬──────┼──────┬──────┐
┌──────┐┌──────┐┌──────┐┌──────┐┌──────┐┌──────┐
│Computer││Computer││GIS Soft││Computer││Computer││Computer│
│Techni. ││Techni. ││Special ││Techni. ││Techni. ││Techni. │
└──────┘└──────┘└──────┘└──────┘└──────┘└──────┘
```

Director of Technology

Secretary/Help Desk

District DBA

Technology & GIS Manager

Computer Technician | Computer Technician | GIS Software Specialist | Computer Technician | Computer Technician | Computer Technician

2. <u>Develop Technology Support Services Agreement between the Town and School District</u>

    a. Purpose of agreement is to establish a formal process and Standard Operating Procedures (SOP) to meet the technology support needs of the Town and School District
        i. Agreement should address the overarching policies and guidelines between the two organizations
        ii. Agreement establishes a framework of principles and procedures to ensure the efficient management of IT resources

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3. Create an Information Technology Joint Committee to oversee the new Department
    a. Committee identifies global issues/problems and provides leadership on funding of technology initiatives.
        i.   Members of the Committee include: Director of Technology, First Selectman, School Superintendent, Town's Chief Financial Officer, and School District's Director of Business.
    b. Key goals of Committee include:
        i.   Establishing the policies and standards by which projects are requested and evaluated for implementation.
        ii.   Assessing and selecting potential technology projects based on criteria that fulfill the strategic requirements of the Town and School District.
        iii. Project oversight to ensure selected initiatives are implemented according to set budgets and schedules or discontinued due to financial, technical or other justifiable reasons.
        iv.   Resolving non-budgetary IT related conflicts or issues within the Town and School District.
        v.   Make decisions regarding changes to the scope and deliverables of major project initiatives for all IT related projects provided that such changes are within the approved budget.
        vi.   Providing management support, direction and advice to the Director of Technology.
        vii. Communicating requirements and decisions to Town or School District departments (if required) to minimize confusion or conflicts.
        viii. Ensuring that projects are consistent with changing business needs and objectives providing an interdepartmental perspective that may not otherwise be available to an individual project team or department.
        ix.   Rank and prioritize budget requests for the Town and School District's annual budget cycles.

4. Create Standard Operating Procedures that address how the Department will support and provide services to the Town and School District
    a. Characteristics of the SOP include:
        i.   Help Desk and end user support services for incident reporting
        ii.   Problem resolution
        iii. Desktop software support
        iv.   Office automation software training
        v.   Work computer maintenance and support
        vi.   Network infrastructure support

      vii.   Telecommunications support

     viii.   Telephone maintenance and support

      ix.   Application development, installation and upgrade support

      x.   Prioritization of support services

5. <u>Develop fair and equitable cost-sharing for the new IT department</u>
   a. Consider creating an Internal Service Fund (ISF) to track and fund technology initiatives
      i. Create a separate accounting fund used to account for services and technology purchases for all Town and School District departments
      ii. Elements of Internal Service Fund
         - Accumulates all IT costs (operating and capital expenses are recorded in this fund)
         - Contains all IT related assets
         - Costs are allocated through charges to benefiting departments
         - Depreciation is accumulated within the fund
         - Promotes on-going funding of technology

6. <u>Obtain Better Economies of Scale for Technology Purchases as a Shared Department</u>
   a. Use the combined purchasing power of the Town and School District to purchase equipment

7. <u>Standardize Technology Tools to Enhance Technology Operations</u>
   a. Adopt a single set of technology standards for the Town and School District
      i. Hardware and Technology Infrastructure
      ii. Anti-Virus
      iii. Virtualization
      iv. Help Desk

8. <u>Collaboration of IT Resources Provides Opportunities to Discover Trends</u>
   a. Provides better tracking of security incidents and problem tickets
   b. Align resources to provide more efficient technology support and project management

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9. <u>Continuing to operate independently and working together informally will not work in the long-term</u>
    a. This informal working relationship is based on current personalities
        i.   The continued success is subject to the risk of the personalities changing over time which would detrimentally impacting the ability to work together
    b. Need to create an institutional approach and long term approach to be successful

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Recommendations – <u>Phase 4 - Accounting Operations</u>

1. <u>Implement a Single Integrated Financial Management System for the Town and School District</u>
   a. In order to create efficiencies and unified policies, procedures and protocols within the Town and School District, one financial management system should be utilized
   b. Characteristics of a complete integrated financial management system:
      i. Ability to support both the Town and School District's needs
      ii. Fully functioning general ledger
      iii. Proven track record of similar installations
      iv. Vendor's stability and long term viability
      v. Investing in future of product and research development efforts
      vi. Ability to provide expected features such as: employee online access, document management, vendor access
   c. Overall benefits of a single financial system:
      i. Eliminate sub-systems (i.e., excel spreadsheets) and use reporting capabilities of financial system
      ii. Implement electronic workflows and approvals within the system
         1. Budget management (i.e., development and transfers)
         2. Procurement (i.e., purchase requisitions and purchase orders)
         3. Accounts payable
         4. Payroll time entry and attendance
   d. Evaluate the current financial solutions (SunGard-Phoenix and Tyler-MUNIS) that the School District and Town are currently using to identify if either solution best fits the combined operations
      i. The existing systems were selected based on individual needs (Town vs. School District) rather than combined requirements
      ii. Assess the success of the implementation of the Phoenix system's HR and Payroll modules for the Town
      iii. The Town has not implemented many elements of the financial management system
         1. Missing applications include: purchasing, accounts receivable, fixed assets, etc.

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      iv. The School District has implemented an integrated solution, however, a lot of information is duplicated in Excel for management reporting

e. Both current financial vendors (SunGard-Phoenix and Tyler-MUNIS) should be asked to demonstrate how their software can support the Town and BOE combined

f. Consider bringing in a third vendor for a software demonstration with a proven track record for similar CT sites
  i. Provides a different perspective on the software applications
  ii. Allows a benchmark to measure the existing software systems

2. <u>Create standard policies, procedures and protocols that address how the Accounting department will support and provide services to the Town and School District employees</u>
   a. Common practices should be developed for consistency and cross-training purposes
   b. Characteristics of the policies, procedures and protocols include:
      i. Requisition process
      ii. Purchase order process
      iii. Budgeting process
      iv. Accounts Payable process
      v. Financial reporting

3. <u>Merge the School District's Accounting Operations with the Town, Creating a Centralized Operations</u>
   a. Create a new organization that integrates the Town and School District financial needs into a single shared organization
      i. The shared services financial functional area will be led by the Chief Financial Officer
      ii. Chief Financial Officer of the new department will report to both the First Selectman (Town) and Superintendent (School District)
   b. The new department should be structured as follows:
      i. Re-title the Finance Director to Chief Financial Officer
      ii. Re-title the Assistant Finance Director to Controller
      iii. Create a Budget Manager/Analyst position
      iv. Create a Purchasing Agent position
      v. Consider eliminating a single position

    c. Utilize existing employees as part of this new structure
- i. Many existing positions are included in the new structure
- ii. Existing employees may require retraining to perform new functions

    d. Align both HR and Payroll into this new structure
- i. Payroll would now report to the Town's Controller for accounting control
- ii. HR would continue to report to the First Selectman and the Superintendent

    e. Implement a single combined financial management system
- i. Users would be more effective if they used the same financial system
- ii. Eliminates the need for reconciliations between the Town and School District since all information will be in the same system
  - 1. Users could still be restricted from viewing or processing other users accounts
- iii. Standards could be implemented on the same system
- iv. Users would be "cross-trained" between Town and School District similar business processes
  - 1. This provides user backup for vacations, etc.
  - 2. Also provides flexibility for shifting resources during peak processing time

    f. A shared financial system will require improved trust between the various groups; Town, School District, Boards

    g. Develop an equitable method of sharing the costs (allocation in the operating budget, operating as an internal service unit, or as "in-kind" expenditures)

    h. Comparable compensation packages - Employees performing the same tasks should receive comparable compensation to ensure equality

    i. Departmental employees must have the same work/holiday schedules
- i. Managing the department will be facilitated by all employees having the same work weeks and holidays

    j. The diagram on the following page provides an organizational chart for the new department for the Phase 4 structure

```
┌─────────────────┐                    ┌─────────────────┐
│ First Selectman │                    │  Superintendent │
└────────┬────────┘                    └────────┬────────┘
         │                                      │
         └──────────────┬───────────────────────┤
                        │                        │
              ┌─────────┴────────┐               │
              │  Chief Financial │               │
              │      Officer     │      ┌─────────┴────────┐
              └─────────┬────────┘      │      Human        │
                        │               │    Resources      │
        ┌───────────┐   │               │     Director       │
        │ Secretary │───┤               └─────────┬─────────┘
        └───────────┘   │                         │
                        │              ┌──────────┴──────────┐
        ┌───────────┐   │              │                     │
        │  Budget   │   │         ┌────────────┐      ┌────────────┐
        │  Manager  │  ┌──────────┐│   Human    │      │   Human    │
        └───────────┘  │Controller││ Resources  │      │ Resources  │
                       └─────┬────┘│ Coordinator│      │ Coordinator│
                             │     └────────────┘      └────────────┘
```
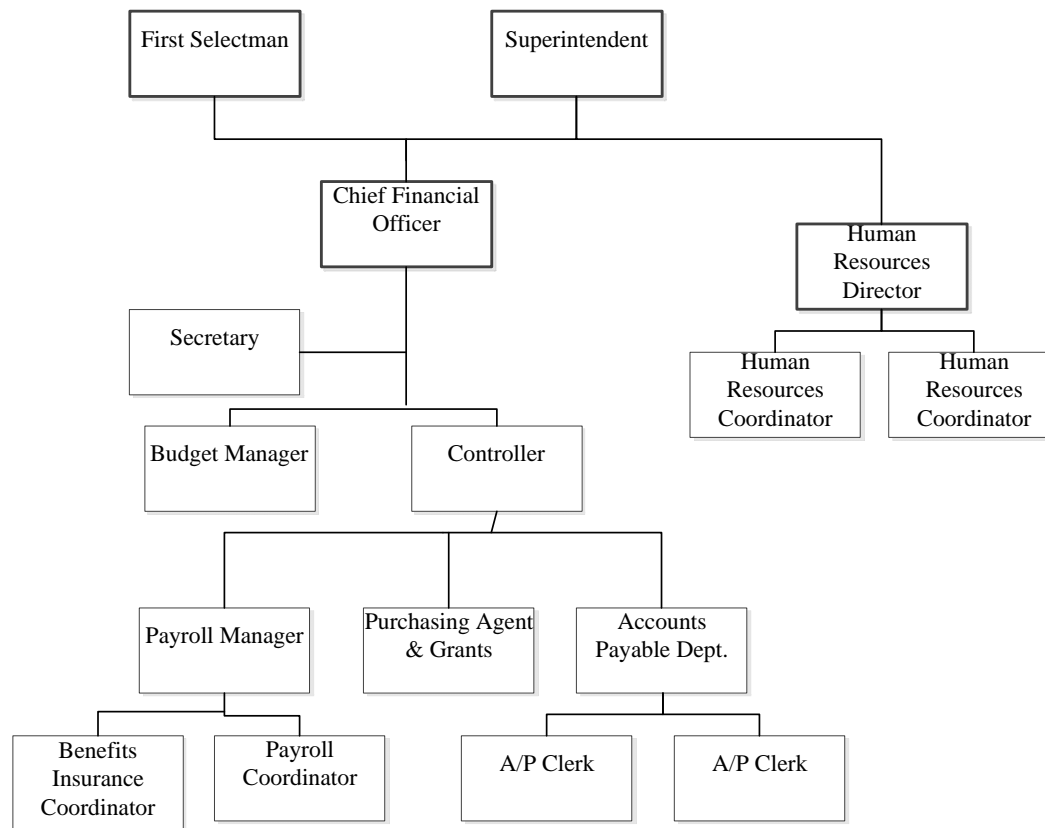
- k. New Positions are as follows:
    - i. <u>Purchasing Agent and Grants</u> - To handle bidding, procurement and grant needs of both the Town and School District. The Director of Business will sign-off on School District purchases
    - ii. <u>Budget Manager</u> – This person would be responsible for budget development and monitoring for both the Town and School District and special projects
- l. The goals and objectives of the new finance department would be to provide full accounting (revenue, expenditure and balance sheet), payables, budgeting, payroll, human resources, and procurement services to the Town and School District
- m. Requirements for the new department:
    - i. Document department's mission and objectives

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      ii. Update job descriptions to reflect new organizational structure and operating procedures

      iii. Develop and document new standard operating procedures (SOP)

      iv. Adjust salaries to ensure they are commensurate with job experience and that employees performing similar tasks are compensated equally

4. Benefits of a Shared Accounting Department
   a. A shared financial department would save approximately $400,000 to $500,000 over the next five years (assuming a transitional structure) based on our proposed structure.
   b. Multiple employees experienced with the same software and similar processes, provides backup support during vacations and other high processing times.
      i. Automatically creates a deeper bench of personnel
   c. Increased efficiencies within the Town and School District
   d. Allows the Town/School District to generate a broader reporting and analysis of information
      i. Supports reporting across organizations for procurement analysis
      ii. Supports capital projects reporting for projects that were completed by both the Town Public Works and School District maintenance

5. Challenges for the New Shared Accounting Department
   a. School District explicitly states they do not want to move from their current financial system platform (i.e., SunGard-Phoenix)
   b. The lack of trust between the Legislative Council, Board of Finance, and the Board of Education
   c. Changing, documenting and improving integrated processes (provided in Reference Section IV)
   d. Continuing to maintain two separate and independent organizations and financial systems will not provide significant opportunities to promote efficiencies
      i. Separate systems duplicate information and require reconciliations
      ii. Separate systems prevent cross-training between the Town and School District
      iii. Separate systems prevent "cost avoidance" by possibly requiring backup for the Town's human resources and payroll functions

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6. <u>Facility Considerations for Successfully Merging Departments</u>
    a. The Town and School District share and use the same building facility for core operations
        i. The Town employees are located on one side of the building while the School District personnel are on the other side
        ii. Continuing to maintain two separate and independent organizations will not provide significant opportunities to promote operational and workflow efficiencies
    b. Critical to the success of this project is the need to integrate personnel from both the Town and School District
    c. Departmental personnel must be located near one another; not on opposite sides of the building
        i. As an example all HR and Payroll personnel should be in close proximity of one another to enhance operations and affect positive change
        ii. Accounts Payable, Purchasing and Budgeting personnel should be grouped together to unify their operations.

7. <u>Outlined on the following page is a Phase 4 diagram depicting the complete shared services model</u>

Town and School District of Newtown
Proposed Combined Organizational Chart
As of March 2012 – Final Version

```
                    First                           Superintendent of              Elementary
                  Selectman                             Schools                      Schools

                                                                                   Intermediate
                                                                                     School
        Landuse      General      Parks and    Assistant    Pupil Services  Director of
                    Government    Recreation   Superintendent               Business     Middle School

                                                District DBA   Special
  Public Works   Public Safety   Health                        Education             High School
                                 & Welfare
                                                Curriculum

                                                                                    Transportation
                          Shared Services


  Director of            Chief Financial        Human            Director of
  Technology                Officer             Resources         Facilities
                                                Director
  Secretary/Help     Secretary                                               Secretary
  Desk                                    Human          Human
                                          Resources      Resources
  Technology &                            Coordinator    Coordinator
  GIS Manager        Budget Manager    Controller                       Custodian and
                                                                        Maintenance
  GIS Software    Computer                                              Staff
  Specialist      Technician
                                 Payroll Manager  Purchasing Agent  Accounts      Head Maintainer
  Computer        Computer                        & Grants          Payable Dept.
  Technician      Technician
                             Benefits    Payroll                              Maintainer
  Computer        Computer    Insurance   Coordinator   A/P Clerk   A/P Clerk
  Technician      Technician   Coordinator
                                                                             Maintainer
```

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Workflow Analysis

As a result of our review of the Town and School District's key operational business processes, we have mapped the business process workflows and have identified process gaps to these workflows (see Section V. Appendix B of this report for the workflows). We have also identified areas where certain processes should be eliminated or modified in order to improve productivity and enhance efficiencies. They are the following:

1. Purchasing

   Town – Process Gaps and Inefficiencies

   - Electronic purchase requisitions and purchase orders are not used
   - Budget checking is performed after-the-fact

   Board of Ed – Process Gaps and Inefficiencies

   - Multiple copies (i.e., four) of purchase orders are printed
   - Accounting Department copies of purchase orders filed and maintained in two separate binders (PO's with invoices and PO's without invoices)
   - Vendor copy of purchase order is not emailed (only mailing or manually faxing

2. Accounts Payable

   Town – Process Gaps and Inefficiencies

   - No online receiving
   - 3-way match not performed (due to not using purchase orders)
   - Using pre-printed and pre-numbered check stock

   Board of Ed – Process Gaps and Inefficiencies

   - No online receiving
   - 3-way match done manually (due to no online receiving feature implemented in current system)
   - Excel spreadsheet used to track invoices without a receiving copy

3.   <u>Human Resources – New Hires</u>

Town – Process Gaps and Inefficiencies

- No online applicant tracking other than the DOL website
- Personnel Actions are not done electronically (hardcopy form is used)
- All employee records are maintained in hardcopy files or in the ADP payroll system
    - No integrated database that maintains both human resources and payroll data

Board of Ed – Process Gaps and Inefficiencies

- No electronic interface between Applitrack and Phoenix system
- Personnel Actions are not done electronically (hardcopy form is used)
- Separate excel spreadsheet maintained to track positions and salary for budgetary purposes

4.   <u>Human Resources – Voluntary/Involuntary Separations</u>

Town – Process Gaps and Inefficiencies

- Personnel Actions are not done electronically (hardcopy form is used)

Board of Ed – Process Gaps and Inefficiencies

- Personnel Actions are not done electronically (hardcopy form is used)
- No exit interviews

5.   <u>Payroll</u>

Town – Process Gaps and Inefficiencies

- Paid time-off is recorded after-the-fact
- Paid time-off is tracked by HR and individual departments using Excel
- Payroll input is centralized (i.e., not decentralized)
- Payroll rates are calculated in Excel and input into ADP
- Labor distribution not integrated with MUNIS financial system
- Direct deposit advices are printed and not emailed

Board of Ed – Process Gaps and Inefficiencies

- Payroll input is centralized (i.e., not decentralized)
- Manual Journal Entry required by Town to track activity

6. Maintenance/Facilities – Work Orders

Town – Process Gaps and Inefficiencies

- Limited ability to monitor work orders
  - Reports from the ProGeos are not available since the Town reduced services from the system
- No ability to attach documents to work order request (e.g., scan of drawing)
- ProGeos is not compatible with the Town's GIS (ESRI)
- Limited ability to identify duplicate work order requests

Board of Ed – Process Gaps and Inefficiencies

- None identified

7. Information Technology – Help Desk

Town – Process Gaps and Inefficiencies

- Resolution follow-up for service desk tickets is done manually
  - TrackIT system has not been configured to generate an automatic email notification to the requestor once the ticket is received, resolution is entered and the ticket is closed

Board of Ed – Process Gaps and Inefficiencies

- None identified

A. ACTION PLAN SCHEDULE

Phase I 0 – 6 Months
- Configure Phoenix system's HR and Payroll modules for Town Use
- Develop policies and procedures to support combined processes
- Implement HR and Payroll modules within the Phoenix system

Phase II – 7 – 12 Months
- Confirm Facilities and Maintenance organizational structure
- Develop Job Descriptions
- Negotiate with Unions
- Merge current Maintainers personnel into current organization
- Develop SOP between Town and School District

Phase III – 7 to 12 Months
- Confirm IT organizational structure
- Develop Job Descriptions
- Negotiate with Unions
- Merge current IT personnel into new structure
- Develop SOP between Town and School District

Phase IV 12 -24 Months
- Perform Financial Software Evaluation
- Define Policies and Procedures Manual
- Co-locate shared financial management organization
- Implement financial modules (general ledger, accounts payable, procurement)
- Implement new financial processes (as required)
- Update policies and procedures to include new processes of financial system

On the following pages, we have provided:

A. Supplementary Tables and Charts

B. Interview List

C. Process Workflows

   1. Current

   2. Proposed

1. Combined five year cost during transition (averaged)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Current Separate Costs						
Combined Wages	$ 993,330	$ 993,330	$ 993,330	$ 993,330	$ 993,330	$ 4,966,650
Estimated Fringe Costs	$ 198,666	$ 198,666	$ 198,666	$ 198,666	$ 198,666	$ 993,330
Town Finance System	$ 93,242	$ 93,242	$ 93,242	$ 93,242	$ 93,242	$ 466,210
BOE Finance System	$ 17,661	$ 17,661	$ 17,661	$ 17,661	$ 17,661	$ 88,305
	$ 1,302,899	$ 1,302,899	$ 1,302,899	$ 1,302,899	$ 1,302,899	$ 6,514,495
Projected Shared Costs						
Shared Department Wages	$ 920,748	$ 920,748	$ 920,748	$ 920,748	$ 920,748	$ 4,603,740
Estimated Fringe Costs	$ 184,150	$ 184,150	$ 184,150	$ 184,150	$ 184,150	$ 920,748
Single Financial System	$ 118,255	$ 91,780	$ 91,780	$ 91,780	$ 91,780	$ 485,375
	$ 1,223,153	$ 1,196,678	$ 1,196,678	$ 1,196,678	$ 1,196,678	$ 6,009,863
Potential Savings/(Cost) - Averaged	$ 79,746	$ 106,221	$ 106,221	$ 106,221	$ 106,221	$ 504,632

2. Combined five year cost after transition (averaged)

	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Current Separate Costs						
Combined Wages	$ 993,330	$ 993,330	$ 993,330	$ 993,330	$ 993,330	$4,966,650
Estimated Fringe Costs	$ 198,666	$ 198,666	$ 198,666	$ 198,666	$ 198,666	$ 993,330
Town Finance System	$ 93,242	$ 93,242	$ 93,242	$ 93,242	$ 93,242	$ 466,210
BOE Finance System	$ 17,661	$ 17,661	$ 17,661	$ 17,661	$ 17,661	$ 88,305
	$ 1,302,899	$1,302,899	$1,302,899	$1,302,899	$1,302,899	$6,514,495
Projected Shared Costs						
Shared Department Wages	$ 857,534	$ 857,534	$ 857,534	$ 857,534	$ 857,534	$4,287,670
Estimated Fringe Costs	$ 171,507	$ 171,507	$ 171,507	$ 171,507	$ 171,507	$ 857,534
Single Financial System	$ 91,780	$ 91,780	$ 91,780	$ 91,780	$ 91,780	$ 458,900
	$ 1,120,821	$1,120,821	$1,120,821	$1,120,821	$1,120,821	$5,604,104
Potential Savings/(Cost) - Averaged	$ 182,078	$ 182,078	$ 182,078	$ 182,078	$ 182,078	$ 910,391

   i. Combined System cost based on the most expensive system estimate. This estimate is for a vendor hosted SaaS (software-as-a-service model).

A. Acknowledgements

This project relied heavily on information that could only be obtained from the employees of the Town and School District of Newtown. Our challenge was to accumulate key information and as many viewpoints in a compressed amount of time. A lot of information and viewpoints were identified through individual interviews and the survey.

Interview Sessions – Thirty-two individual interview sessions, consisting of representatives from the Town and School District of Newtown, were conducted over the course of the project. These one and half-hour sessions gave employees from all aspects of the Town and School District the opportunity to share ideas and identify specific needs relevant to the use of technology in their departments. The sessions were developed along departmental lines within the Organization. The departments are identified later in this section.

Administration and staff were asked to consider the following five questions:

1. What information is currently gathered, processed, and/or produced within your area?

2. Are there any business problems/obstacles currently experienced within your area? If yes, how do these issues affect the flow of information through your area and your ability to deliver service?

3. Are there any changes that you would suggest to enhance and improve the workflows, processes and/or access to information through your department or other areas of the Town/School District?

4. What departments do you rely on, and rely on you, for information necessary to complete tasks and provide services?

5. Please provide the top three to five reports that are currently used to assist in the management of your department.

The responses to these questions were evaluated for common themes and specific issues that show how data is processed within and between the Town and School District.

Status Meetings- Ad-hoc meetings were held with the Project Committee consisting of the Superintendent, Business Manager, First Selectwoman and Finance Director to periodically review the progress of the project and to discuss ideas, raise issues and address any concerns in a timely fashion. These meetings also helped to identify other potential opportunities and to confirm that the project was on track**.**

B. Interview List

The following groups were directly involved in providing information for the Newtown municipal and school district operations feasibility study. We wish to thank all who participated for their time, knowledge and efforts. The individuals that participated included:

Town and School District of Newtown

Board Members-Legislative Council	
• Bill Hart, Board of Education Chair	• John Kortze, Board of Finance
• Jeff Capeci, Legislative Council Chairman	• George Ferguson, Legislative Council
• Kathy Fetchick, Legislative Council	• Kevin Fitzgerald, Legislative Council

Town Staff	
• Pat Llodra, First Selectman	
• Bob Tait, Finance Director	• Donna Tomasko, Assistant Finance Director
• Scott Sharlow, Technology and GIS Director	• Karen Szilagyi, Secretary
• Leslie Muldoon, Payroll	• Kathy Favreau, Accounts Payable Clerk
• Carole Ross, Human Resources Admin	• Fred Hurley, Public Works Director
• Arlene Miles, Public Works Administrator	• Bob McCulloch, Maintenance Manager
• Glen Adams, Maintenance	• Ralph Venezia, Maintenance

School District Staff	
• Dr. Janet Robinson, Superintendent	• Ron Bienkowski, Director of Business
• Carmella Amodeo, Director of Technology	• Barbara Bozeman, Business Manager Secretary
• Joan Libby, Director of HR	• Gino Faiella, Director of Facilities
• Tanya Gouveia, Bookkeeper	• Suzanne D'Eramo, HR Coordinator
• Denise Hornyak, Insurance Coordinator	• Tim Hart, Accountant
• Flo Pereira, Payroll Coordinator	• Jim Delgado, Accounts Payable Coordinator
	• Aldina Ferreira, Payroll/AP Assistant

C. <u>Workflow Process Mapping</u>

On the following pages, we have included the process workflows that were mapped using information collected during the interview sessions. All participants were provided a copy of the current process workflows for their review and input. We received feedback from some participants and, in some cases, made revisions to the current process maps as needed.

The following workflows were mapped:

- Purchasing
  - o Purchase Requisition
  - o Purchase Order

- Accounts Payable
  - o Reimbursements

- Human Resources
  - o New Hires
  - o Voluntary-Involuntary Separations

- Payroll
  - o Time and Attendance
  - o Time Entry
  - o Payroll Processing

- Custodial and Maintenance
  - o Work Order
  - o Building Use

- Information Technology
  - o Support

<u>Town and School District Current Workflows</u>

BlumShapiro
Accounting | Tax | Business Consulting

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

```
┌──────────────┐
│ Vendor sends │
│  invoice to  │
│Requesting Dept│
└──────┬───────┘
       │
       ▼
┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│Requesting Dept│→ │Requesting Dept│→ │  AP creates  │→ │  AP inputs   │→ │ Assistant FD │→ │Finance Director│
│  completes    │   │ adds invoice to│   │   warrant    │   │ invoices in a│   │ Reviews Batch│   │reviews Recap │
│ Request for   │   │  AP Summary   │   │ (warrant # = │   │ MUNIS Batch  │   │              │   │              │
│    Check      │   │    Sheet      │   │ check date)  │   │              │   │              │   │              │
└──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘
```

┌──────────────┐
│   Payroll   │
│ completes PR │
│vendor payment│
│   form   │
└──────────────┘

Validate batch total to invoice tape control count and amount

Validate Batch?

No

Yes

```
┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│AP sorts vendor│→ │AP prints vendor│→ │      A       │
│invoices into  │   │checks on pre- │   │              │
│ alpha order   │   │  numbered,    │   │              │
│               │   │preprinted stock│   │              │
└──────────────┘   └──────────────┘   └──────────────┘
```

- **Checks are signed w/ sim chip that includes sigs of Bob and Pat**
- **No Positive Pay**
- **No EFT**

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

```
A ─┬──► [AP stuffs, adds      ──► [AP delivers checks ──► [Finance Secretary
   │     remits and seals           to Finance            stamps and mails
   │     vendor checks]             Secretary]            checks to vendors]
   │
   ├──► [AP prints a check    ──► [AP attaches       ──► [AP files invoices in
   │     Rerun on std             invoice to check        cabinet (alpha by
   │     white paper]             copy (Rerun)]           vendor name)]
   │
   ├──► [AP updates cash      ──► [AP posts invoice  ──► [AP prints check
   │     disbursements            batch to GL]           register and files
   │     spreadsheet on                                  in A/P book]
   │     LAN]
   │
   └──► [PR Vendors
         returned to PR for
         filing with Payroll]
```

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Current Workflow

Current Workflow
Human Resources

New Hires

Dept Head and 1st Selectman determine a need

Will position be funded?

— No → End

— Yes → HR Admin reviews Job Description with Dept Head

Requires internal posting?

— No → Job is posted on DOL website

— Yes → HR Admin Posts internally → Job is posted on DOL website

Candidates Narrowed to top list (usually 5)

Top 3 candidates interview with Dept Head

Candidate Selected

1st Selectman interviews final selection

HR Admin Finalizes confidential offer

Offer subject to background check

Candidate accepts?

— No → HR Admin notifies other candidates

— Yes → HR Admin prepares paper work

Test results, taxes, union contracts, etc..

HR Admin emails IT to setup employees Email and Phone

HR Admin follows up with employee

HR Admin provides Payroll with information for employee

2 copies of PR change notification, I-9, Tax information, Medical information, Pension information

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Current Workflow
Human Resources

Time & Attendance

Receives copy of timesheet from Department Head → HR Admin updates Xl spreadsheet → HR Admin Reconciles with Depts → Agrees to Department? —Yes→ Department Heads notify employees of PTO individually

Time-Off plans dictated by Contract

Time off entered after-the-fact

Highway – monthly
Police – twice a year
Others - quarterly

No ↓
HR Admin works with Dept to resolve

Separations

Letter of Resignation (Voluntary Separation)

Notice of Involuntary Separation

Reduction in Force

→ HR Admin notifies 1st Selectman of separation → HR Admin conducts Exit Interview → HR Admin prepares payroll change notice →

Payroll Provides 5 year Earning History → Actuary determines pension benefit →

HR determines last day of work/emplmnt → HR Admin removes Employee from all benefits →

Payroll determines final pay →

HR Admin reviews Pension Paperwork with Employee

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Current Workflow
Payroll

Time Entry

Timesheets
email by
dispatch

Timesheets
delivered by
Police Dept

Timesheets
delivered by
Town Hall Depts

Approved by Department
Heads or Supervisors

Leslie batches time
sheets

Batches:
Police Department
Town Hall
Dispatch
Parks & Recreation
Building Managers
Highway

Calcs
Exception
Amounts
and Rates

Time
manually
entered into
ADP by batch

No

Batches by hours worked

Balances
batches?

Yes

PR transmits batches to
ADP (Tues am)

PR Receives coded report
from ADP

PR validates
ADP report
with PR calcs
for exceptions

Yes

Accepts PR in ADP

B

Fix errors

No

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Payroll Check Run

Bi-Weekly Payroll
(Every other Tuesday)
Transmit to ADP

```
B → PR verifies check download is done (Wed am) → Prints the following ADP custom Reports
```

- Check Register
- Deductions
- ING
- Roth IRA
- AFLAC

Creates Journal Entries on Manual forms

Net Pay
Taxes
ACHs
FICA/MEDICARE
ER share by employee

Creates PR Vendors document for AP

Updates EE credit Union amounts for changes on credit union site

Does state reporting ←Yes— Month End?

No

ADP provides PR documentation

PR checks
Direct Deposit
Advices
CD w/ Reports
Check Register
(hard copy)

PR counts payroll checks

PR collates checks and direct deposit advices

PR distributes checks and advices

- Outside departments pick up checks
- Fin Sec hand delivers checks to Town Hall departments
- Summer help picks up checks at Parks and Rec and is required to sign receipt

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

```
Start → [Request called into BOE/Town IT Secretary]
      → [Request sent via Town Webpage]
      → [Request emailed to IT Director]

[Request called into BOE/Town IT Secretary] → [BOE/Town IT Secretary inputs request into Track-IT system]
[Request sent via Town Webpage] → [BOE/Town IT Secretary inputs request into Track-IT system]
[Request emailed to IT Director] → [IT Director forwards Email to BOE/Town IT Secretary] → [BOE/Town IT Secretary inputs request into Track-IT system]

[BOE/Town IT Secretary inputs request into Track-IT system] → [Ticket assigned based on request] → (1)
```

```
(1) → [HighLevel tickets assigned to IT Director]
    → [Break/Fix tickets assigned to Technology Specialist]
    → [GIS mapping tickets assigned to GIS Software Specialist]

[HighLevel tickets assigned to IT Director] → <IT Director able to resolved?>
  No → [Outside services utilized (rarely happens)] → [Track-It system updated with notes, resolution and ticket is closed]
  Yes → [Track-It system updated with notes, resolution and ticket is closed]

[Break/Fix tickets assigned to Technology Specialist] → <Computer Specialist able to resolve?>
[GIS mapping tickets assigned to GIS Software Specialist] → <Computer Specialist able to resolve?>
  No → [Ticket Reassigned to Director of Technology] → [HighLevel tickets assigned to IT Director]
  Yes → [Track-It system updated with notes, resolution and ticket is closed]

[Track-It system updated with notes, resolution and ticket is closed] → End
```

- **Resolution follow-up is done manually since most requests are in Town Hall**
- **Town does not own module allowing tracking at PC level, BOE does own module**

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 3.0

```
                    ┌─────────────┐
                    │ Service request │
              ┌────►│ is called into │─────┐
              │     │     DPW      │     │
  ┌───────┐   │     └─────────────┘     │      ◇
  │ Start │───┤                         ├───►  Resident
  └───────┘   │     ┌─────────────┐     │      Request?
              │     │ Service request │     │
              └────►│ is emailed to │─────┘
                    │     DPW      │
                    └─────────────┘
         Requests from either residents,
         Police or Town employees
```

Yes → Input into ProGeos and associated with resident

No → Input into ProGeos as a generic request

Requests are printed from ProGeos → Hardcopy of workorder is given to the DPW Operations Manger → **2**

2 → DPW Operations Manger manually prioritizes and assigns workorders → DPW crew receives assignments and perform work → DPW updates workorder form for completion and puts into DPW Office workorder basket → Workorder is updated in ProGeos as closed → **End**

Public Works Administrator, Assistant Public Works Administrator and Public Works Secretary update ProGeos

- Limited ability to monitor, reports are not available since they reduced services from ProGeos
- No ability to attached documents to workorder request (ex. scan of drawing)
- ProGeos is not compatible with Town's GIS (Esri)
- System response time is too slow, users cannot get timely information from system about resident when they call in a request
- Limited ability to identify duplicate workorder requests

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Start → Requisitions entered online (Decentralized) → Requisitions approved? → Yes → Principals approve requisitions electronically → Central Office approved? → Yes → Purchase Orders approved electronically by appropriate staff in Central Office → A/P prints all approved Purchase Orders from Phoenix system → 1

Schools send backup documentation to A/P (if required)

Requisitions approved? → No → Denied and Sent Back to Requestor

Central Office approved? → No → Denied and Sent Back to Requestor

Purchase Orders print numerically by PO#

1 → Vendor Copy / Accounting Dept Copy / Receiving Copy / Requestor Copy

Vendor Copy → A/P mails Purchase Order or School Faxes to Vendor → A

Accounting Dept Copy → Copy put in A/P Binder (Alphabetically) → A

2 Binders exist: PO's with Invoices and PO's w/o Invoices

Requestor Copy → Copies Sent to School (Requestor) → Goods/Services are Received → Receiving Copy Signed and Dated → Sent to A/P for Processing → A

A/P reviews each PO to determine whether to Mail, Fax or Send back to School

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

A

Invoices mailed
directly to A/P

Discounts not taken,
no finance charges

A/P performs
3-way match

Invoice matched to
copy of PO in binder
and Receiving Copy

3-way match?

No

Yes

Invoices w/o
Receiving Copy are
entered into an
excel spreadsheet

Excel spreadsheet used to
track open invoices
(PO#, vendor#, amount and
requestor are entered)

Invoice placed in
Open Invoice Binder
(not entered in
system)

Excel spreadsheet
sent to Schools for
follow-up

Invoice entered into
Phoenix system
(only those to be
paid)

Once checks are cut docs
filed alphabetically by
budget year

Report generated
from Phoenix for
Invoices to be Paid
(alphabetically)

Disk with signature
locked in safe

A/P Check Run
processed
Every Two Weeks
(Thursday)

Opposite Payroll Week;
grants checks processed in separate
batch because different bank account

A/P stuffs and mails
envelopes
(Friday)

JE sent to
Accountant for
Review prior to
sending to Town
(10% check)

A/P creates JE to
send to Town along
with Check Register
and any Voids

End

End

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Current Workflow
A/P-Reimbursements

Start → Request for Check Form

Start → Employee Travel Reimbursement Form

Start → Employee Expense Reimbursement Form

→ EE submits to Supervisor or Principal for Approval → Form sent to A/P for processing → Entered into Phoenix system → Processed in batch with Purchase Orders → Check sent back to School/Requestor or Mailed to Vendor

Form sent to A/P for processing → Forms Filed Alphabetically by Budget Year → End

Check sent back to School/Requestor or Mailed to Vendor → End

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Current Workflow
Human Resources

Applitrack is not interfaced

Applitrack — used to fill new and open/vacant positions (excluding substitutes)

New Hires

Start → Personnel Action Form (PAF) → PAF completed when candidate hired → HR Coordinator meets with every new hire to complete necessary paperwork → New Hire packet completed during in-person meeting with HR Coordinator → Copy of New Hire packet sent to Payroll Coordinator → End

HR Coordinator enters Employee into Phoenix SunGard system

Tax W/H info, rate/salary amounts & non-benefit deductions entered in system

Payroll Coordinator sends Copy of New Hire Packet to Benefits Coordinator

Includes demographics, union, non-union, etc.

Certified vs. Non-Certified Employees

Tax forms, insurance forms, benefit plans, union contract, etc.

6 Unions

Appropriate benefit deduction information (i.e., insurance, pension, etc.) entered in system

Separations

Hardcopy File removed from Active Filing Cabinet and placed in Archives

2 versions of survey: certified staff and non-certified staff

Start → Letter of Resignation / Involuntary Separation from School District → PAF completed by Building-Level Administrator or HR → HR Coordinator processes PAF and makes a note in Phoenix System → Exit Survey given to departing employee → End

No Exit Interviews

Business Office Secretary handles unemployment notification

B
To Payroll

Not many surveys sent back to School District

*Note: practice discontinued due to lack of responses

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

normal payroll cycle

From HR

```
  B  ──▶  Payroll manually  ──▶  Benefits Coordinator  ──▶  Last Paycheck  ──▶  Payroll "inactivates"  ──▶  End
          calculates EE           calculates final             Generated in           employee in
          last paycheck           benefit payment              Phoenix System         Phoenix system
```

```
Absence Form        ──▶  Each School       ──▶  School Secretary   ──▶  < Over-accrual? >  ─── No ───────────────┐
(Certified Staff Only)    completes a form        enters reason for                                              │
                          for every day           absence in Phoenix          │                                  │
                                                   system                     Yes                                │
                          Substitutes are                                     │                                  │
                          included on this form                               ▼                                  │
                                                                       Contact HR and  ──▶  Payroll Coordinator  │
                                                                       Fill out PAF         manually calculates   │
                                                                                            Payroll               │
Start                                                                                       (doc pay if required) │
                                          Distribution verified                                                  ▼
                          Form sent to Payroll  ──▶  Report printed from  ───────────────────────────────▶  "Account
                          and Payroll                Phoenix (HR) and                                        Distribution Detail"
                          Bookkeeper enters          Payroll Bookkeeper                                      report generated
                          Substitute into            enters time into                                        from Phoenix by
                          Phoenix (HR)               Phoenix Payroll                                         Payroll Coordinator
```

```
                                        Payroll Coordinator enters
                                        Total Hours for 2 weeks in
                                        Phoenix system every
                                        Monday and entry verified
                                        by Payroll Bookkeeper
Timesheets        ──▶  Supervisor and/or  ──▶  Timesheets                                    Deductions verified  ──▶  Balances Excel file
(All Non-Certified      Building Principal        submitted to Payroll                       every Tuesday by           to Deduction
Staff and              Approve(s) all                                  Balancing and Keeping  Payroll Coordinator       Reports generated
Substitutes)           Timesheets                                      Track of Payroll Changes                         in Phoenix by Payroll
                                                                       (Excel-based)                                    Coordinator

Custodians, Secretaries,   Includes regular non-certified              Payroll Bookkeeper                              enters notes/reason
Educational Assistants,    timesheets as well as                       enters Attendance in    Payroll Coordinator    for change in Excel
Speech Therapists, Nurses,  extra work hours                           Phoenix and absence     processes any
Tutors, Interns, etc.      (for certified/non-certified staff)         hours are verified by   changes to
                                                                       Payroll Coordinator     deductions
```

C

To Payroll Page 2

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Current Workflow
Payroll

From Payroll Page 1

C

Corrections needed?

Yes

No

Corrections made

"Account Distribution Detail" report generated from Phoenix

26 Pay Periods
Checks Cut Every other Friday

Payroll Run and Processed Every Wednesday

Checks/Vouchers printed

EE pick up Checks in Central Office or Checks are sent to Schools on Friday

3 Files Transmitted to Bank (using Bank Site to Upload Files)

1. Direct Deposit
2. Pre-note (changes to DD)
3. Deductions

Every Wednesday PM Payroll emails or mails EE their Direct Deposit advice

Email – Certified Staff only
Interoffice Mail – everyone else

System-generated Payroll reports sent to A/P and Accountant

Reports reviewed and verified by Accountant (prepares J/E)

Accountant notifies Town Treasurer to Transfer Net Payroll Amount to Bank

End

Payroll submits CT and IRS tax information online

Quarterly 941's are done quarterly
W-2's/W-3's are done annually

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Town of Newtown
Operations Feasibility Study (School District)
High-Level Business Process Workflows
As of October 2011
Version 3.0

Building Use

Start → Building Use Form → Form Submitted to School Secretary → School Secretary Checks Building Calendar to Determine Availability → Form Sent to Building Principal for Approval → Form Approved by Principal?

Form Approved by Principal? — No → Request Denied

Form Approved by Principal? — Yes → Approved Form sent to Custodial Staff for Delegation of Duties → Building Use Information updated using Google Calendar → End

---

Start → Custodian completes a form once building used → Director of Facilities approves the form and sends to Central Office → Central Office creates a bill and sends to Requestor → Requestor Submits Payment to Central Office → Central Office Deposits Funds and Enters Amount in Phoenix → End

Word Doc

Work Orders

Start → Head Custodian Enters request in SchoolDude → Request is Assigned to Custodial Staff → Work is Performed by Custodial Staff → Work Order is closed in SchoolDude → End

<u>Town and School District Proposed Workflows</u>

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 1.0

```
┌──────────────┐        ◇                ┌──────────────┐        ◇                  ┌──────────────┐      ┌──────────────┐
│ Requisitions │    Requisition          │ Assistant and/or│    Over $???          │ Requisition  │      │Purchase Orders│
│ entered Online│─▶  Approved?  ──Yes──▶ │ Finance Director│──▶         ──No──▶    │ converted to │──▶   │emailed/faxed │
│ in MUNIS     │        ◇                │   approval    │        ◇                  │Purchase Order│      │ to Vendors   │
│(Decentralized)│                                                                   └──────────────┘      └──────────────┘
└──────────────┘        │                                         │                        ▲
                        No                                       Yes                       │
                        ▼                                         ▼                         │
                ┌──────────────┐                          ┌──────────────┐                  │
                │ Denied and Sent│                        │First Selectman│─────────────────┘
                │Back to Requestor│                       │   approval    │
                └──────────────┘                          └──────────────┘
```

Town of Newtown
Operations Feasibility Study (Town)
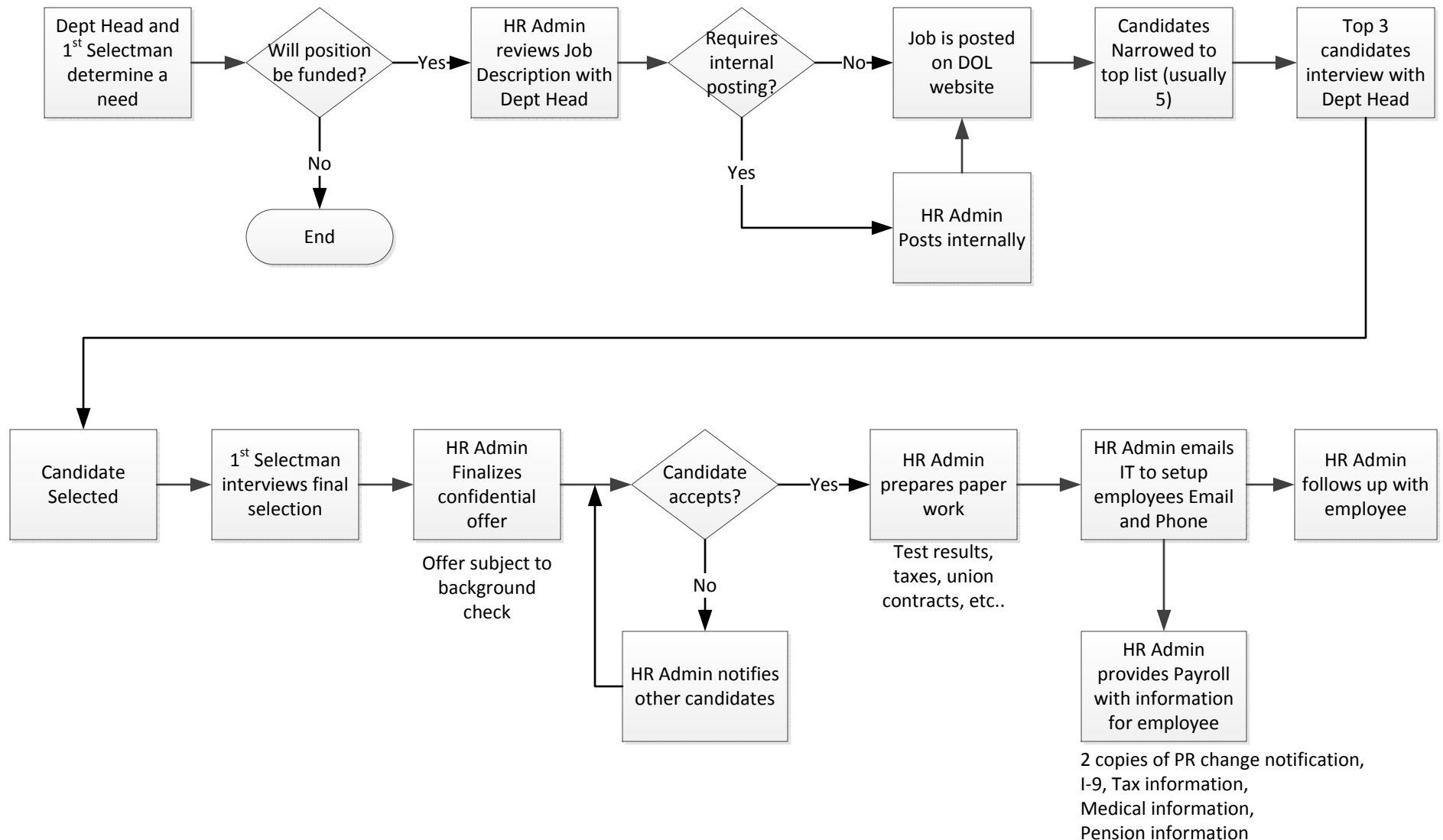**High-Level Business Process Workflows**
As of October 2011
Version 1.0

Proposed Workflow
Accounts Payable

Vendor sends invoice
to Requesting Dept
~~Accounts Payable~~
Accounts Payable

Requesting Dept
completes
Request for
Check ✗

Requesting Dept
adds invoice to
AP Summary
Sheet ✗

AP creates
warrant
(warrant # =
check date)

AP inputs
invoices in a
MUNIS Batch

Assistant FD
Reviews Batch

Finance Director
reviews Recap

**Requesting Dept
receives goods and
services using MUNIS
online receiving**

**3-way match
automatic
through MUNIS**

Validate batch total to
invoice tape control
count and amount

Payroll
completes PR
vendor payment
form

—No—

Validate
Batch?

Yes

—Yes—

AP sorts vendor
invoices into
alpha order

AP prints vendor
checks on
pre-numbered,
preprinted stock
XXXXXXX
Plain Paper

A

**Positive Pay File
Transmitted to
Bank**

- **Checks are signed w/ sim chip that includes sigs of Bob and Pat**
- **No Positive Pay**
- **No EFT**

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 1.0
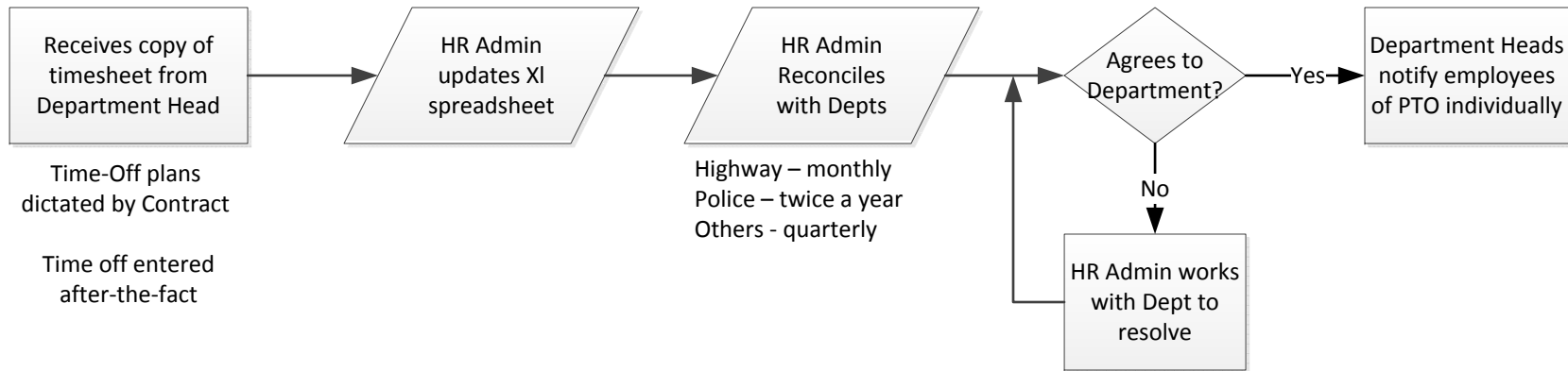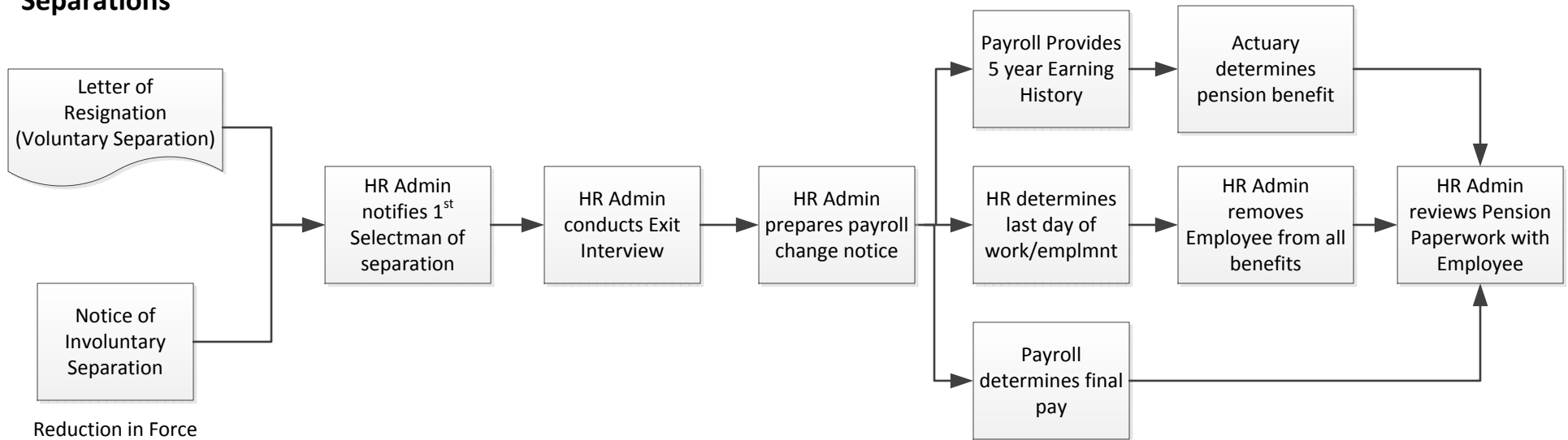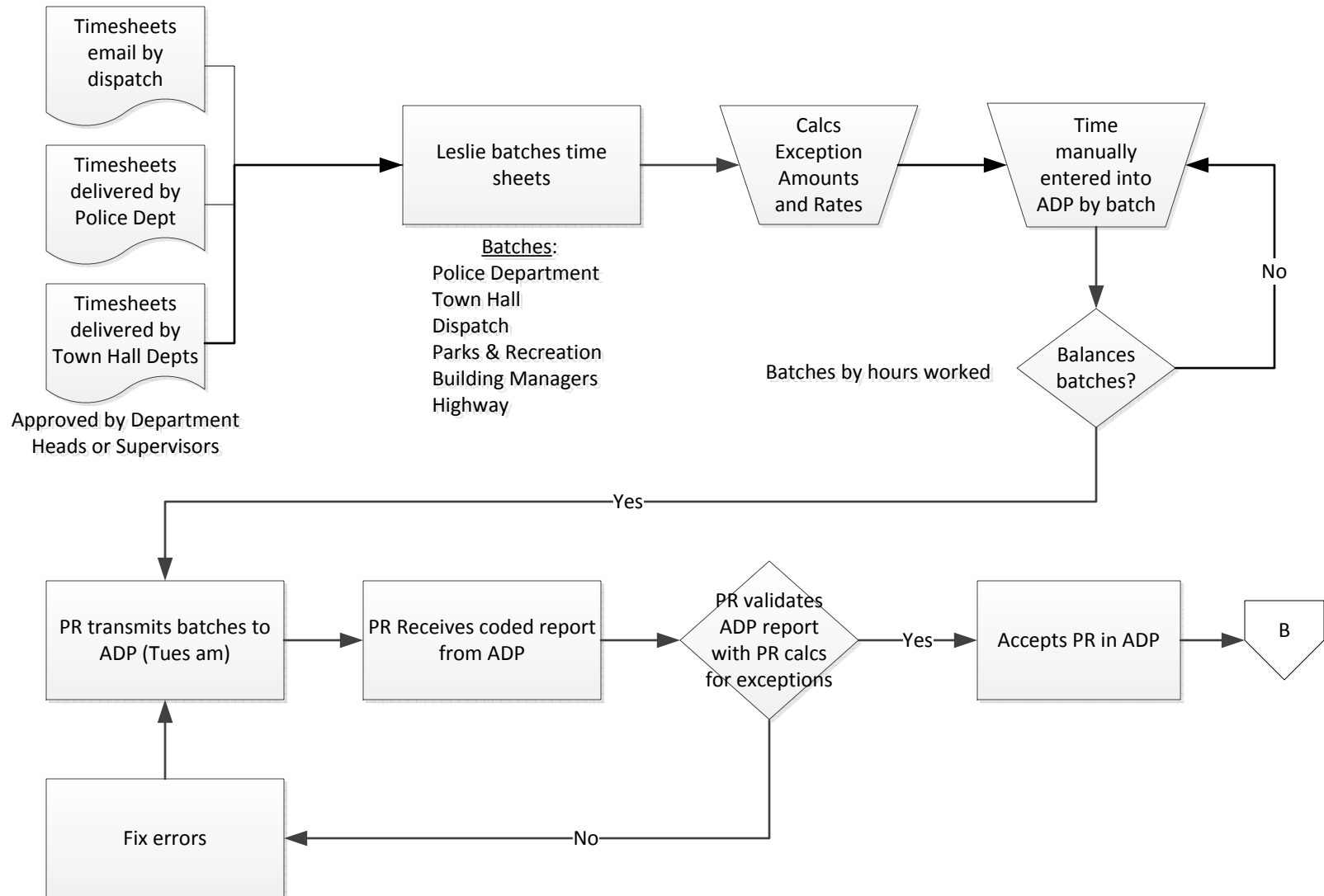
Proposed Workflow
Accounts Payable

A

AP stuffs, adds remits and seals vendor checks

AP delivers checks to Finance Secretary

Finance Secretary stamps and mails checks to vendors

AP prints check Rerun on std white paper ~~X~~

AP attaches invoice to check copy (Rerun) ~~X~~

AP files invoices in cabinet (alpha by vendor name)

AP updates cash disbursements spreadsheet on LAN ~~X~~

AP posts invoice batch to GL

AP prints check register and files in A/P book

PR vendors returned to PR for filing with Payroll ~~X~~

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 1.0

New Hires

Dept Head and 1st Selectman determine a need → Will position be funded? → Yes → HR Admin reviews Job Description with Dept Head → Requires internal posting? → No → Job is posted on DOL website → Candidates Narrowed to top list (usually 5) → Top 3 candidates interview with Dept Head

Will position be funded? → No → End

Requires internal posting? → Yes → HR Admin Posts internally → Job is posted on DOL website

Candidate Selected → 1st Selectman interviews final selection → HR Admin Finalizes confidential offer → Candidate accepts? → Yes → HR Admin prepares paper work → HR Admin emails IT to setup employees Email and Phone → HR Admin follows up with employee

Candidate accepts? → No → HR Admin notifies other candidates

Offer subject to background check

Test results, taxes, union contracts, etc..

HR Admin ~~XXXXXXX~~ ~~processes Payroll~~ ~~with information~~ ~~for employee~~ → HR Admin sets up EE In MUNIS

2 copies of PR change notification, I-9, Tax information, Medical information, Pension information

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 1.0

Proposed Workflow
Human Resources

Time & Attendance

HR Admin reviews T&A exceptions and oversees process

HR Admin contacts Dept Head and/or Payroll for any exceptions noted

Receives copy of timesheet from Department Head
Time and Attendance

HR Admin updates Xl spreadsheet

HR Admin Reconciles with Depts

Agrees to Department?

Department Heads notify employees of PTO individually

Time-Off plans dictated by Contract

Time off entered after-the-fact

Highway – monthly
Police – twice a year
Others - quarterly

Yes

No

HR Admin works with Dept to resolve

Separations

Letter of Resignation (Voluntary Separation)

Notice of Involuntary Separation

Reduction in Force

HR Admin notifies 1st Selectman of separation

HR Admin conducts Exit Interview

HR Admin prepares payroll change notice

In MUNIS and Schedules System to "Inactivate" EE

Payroll Provides 5 year Earning History

Actuary determines pension benefit

HR determines last day of work/emplmnt

HR Admin removes Employee from all benefits

HR Admin reviews Pension Paperwork with Employee

Payroll determines final pay

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 1.0

Proposed Workflow
Payroll

Time Entry

Timesheets entry by dispatch ~~X~~

Timesheets delivered by Police Dept ~~X~~

Timesheets delivered by Town Hall Depts ~~X~~

Approved by Department
Heads or Supervisors

Implement Time and Attendance in MUNIS

Leslie batches time sheets

Batches:
Police Department
Town Hall
Dispatch
Parks & Recreation
Building Managers
Highway

Calc Exception Amounts and Rates ~~X~~

Time Sheets Reconciled with Time and Attendance Entries

Time manually entered into ADP by batch ~~X~~

Batches by hours worked

Balances batches?

No

Yes

PR reviews Payroll in MUNIS PR Module

PR transmits batches to ADP (7:00 am) ~~X~~

PR Receives coded report from ADP ~~X~~

PR validates ADP report with PR calcs for exceptions ~~X~~

Yes

Accepts PR in ADP ~~X~~

B

No

Fix errors

Town of Newtown
Operations Feasibility Study (Town)
High-Level Business Process Workflows
As of October 2011
Version 1.0

Proposed Workflow
Payroll

Payroll Check Run

B → PR verifies check download is done (Wed am) ✗ → Prints the ~~XXXXXXXX~~ ~~custom reports~~ MUNIS Reports →

- Check Register ✗
- Deductions ✗
- ING ✗
- Roth IRA ✗
- AFLAC ✗

→ Creates Journal Entries on Manual forms ✗

Net Pay
Taxes
ACHs
FICA/MEDICARE
ER share by employee

Bi-Weekly Payroll
(Every other Tuesday)
Transmit to ADP

→ Creates PR Vendors document for AP ✗ → Updates EE credit Union amounts for changes on credit union site → Month End?

Month End? — Yes → Does state reporting
Month End? — No ↓

Does state reporting ↓

ADP provides PR documentation ✗ →

PR checks
Direct Deposit
Advices
CD w/ Reports
Check Register
(hard copy)

→ PR couriers payroll checks ✗

PR perform an Analysis/Review of Payroll → PR emails Direct Deposit Advices

→ PR collects checks and direct deposit advices ✗ → PR distributes checks and advices ~~XXXXXX~~

- Outside departments pick up checks
- Fin Sec hand delivers checks to Town Hall departments
- Summer help picks up checks at Parks and Rec and is required to sign receipt

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Proposed Workflow
Information Technology

- **Resolution follow-up is done manually since most requests are in Town Hall**
- **Town does not own module allowing tracking at PC level, BOE does own module**

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Need New System

Proposed Workflow
DPW/Maintenance

Start

Service request is called into DPW

Service request is emailed to DPW

Requests from either residents, Police or Town employees

Input into ProGeos and associated with resident

Yes

No

Requests are printed from ProGeos

Hardcopy of workorder is given to the DPW Operations Manger

2

2

DPW Operations Manger manually prioritizes and assigns workorders

DPW creates received assignm perform

workorder for pletion and W Office sket

Workorder is updated in ProGeos as closed

Public Works Administrator, Assistant Public Works Administrator and Public Works Secretary update ProGeos

End

- **Limited ability to monitor, reports are not available since they reduced services from ProGeos**
- **No ability to attached documents to workorder request (ex. scan of drawing)**
- **ProGeos is not compatible with Town's GIS (Esri)**
- **System response time is too slow, users cannot get timely information from system about resident when they call in a request**
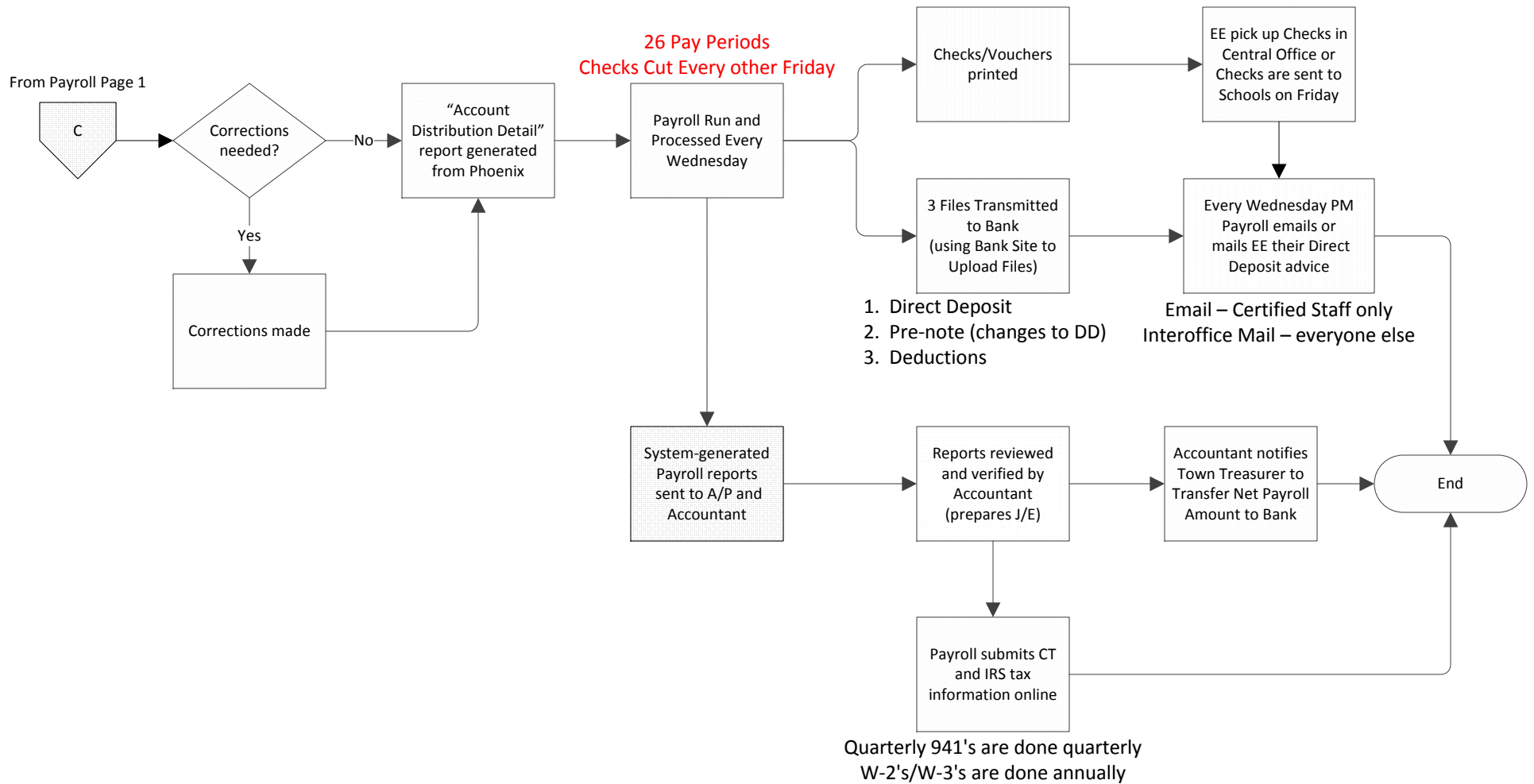- **Limited ability to identify duplicate workorder requests**

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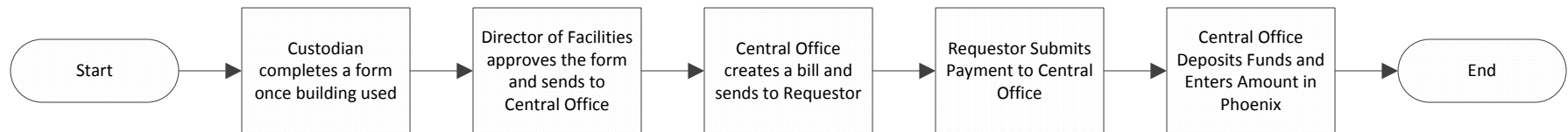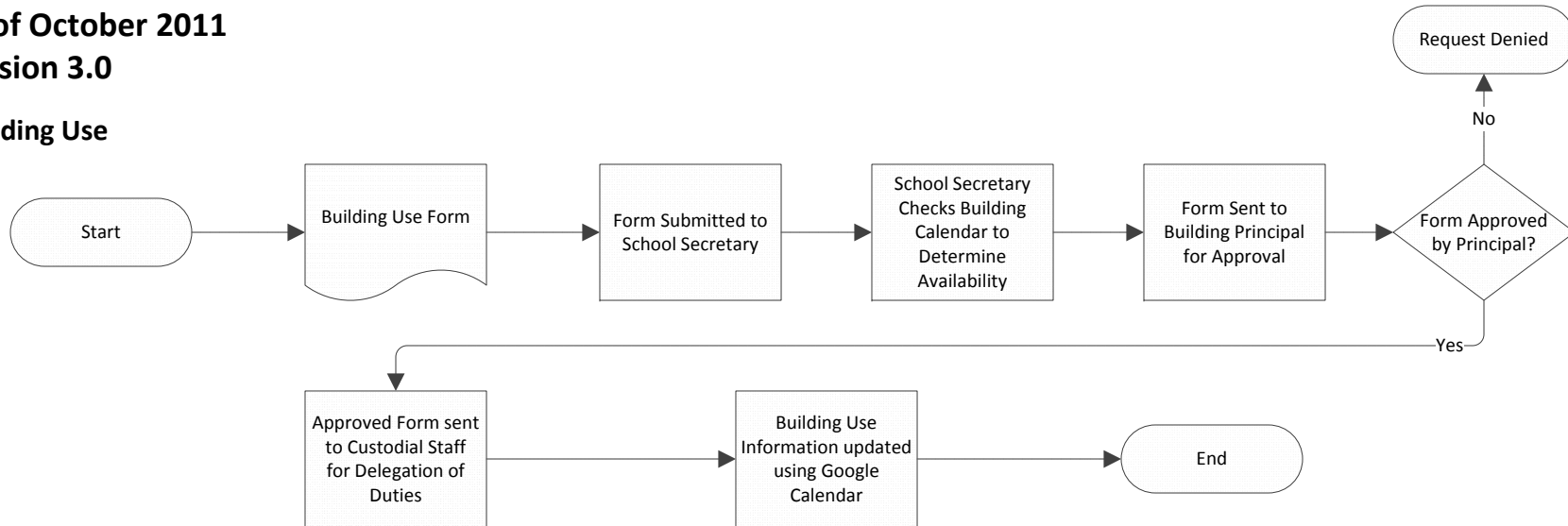**As of July 2011**
Version 1.0

Proposed Workflow
Purchasing-A/P

Start → Requisitions entered online (Decentralized) → Requisitions approved? —Yes→ Principals approve requisitions electronically → Central Office approved? —Yes→ Purchase Orders approved electronically by appropriate staff in Central Office → A/P prints all approved Purchase Orders from Phoenix system → 1

Schools send backup documentation to A/P (if required)

Requisitions approved? —No→ Denied and Sent Back to Requestor

Central Office approved? —No→ Denied and Sent Back to Requestor

Purchase Orders print numerically by PO#

1 → (A/P reviews each PO to determine whether to Mail, Fax or Send back to School)

Vendor Copy

Accounting Dept Copy

Receiving Copy

Requestor Copy

A/P **e-mails** Purchase Order or School Faxes to Vendor

Copy put in A/P binder (Alphabetically)

2 Binders exist: PO's with Invoices and PO's w/o Invoices

Copies sent to School (Requestor) → Goods/Services are Received → Receiving Copy Signed and Dated → Sent to A/P for Processing → A

Schools "receive" goods/services online

Proposed Workflow
Purchasing-A/P

Generate System Report for Open PO's

A

Invoices mailed directly to A/P

Discounts not taken, no finance charges

Invoices w/o Receiving Copy are entered into an excel spreadsheet ✗

Invoice matched to copy of PO in binder and Receiving Copy

3-way match performed in system automatically

3-way match?

Yes

No

Invoices w/o Receiving Copy are entered into an excel spreadsheet ✗

Invoice placed in Open Invoice Binder (not entered in system) ✗

Excel spreadsheet used to track open invoices (PO#, vendor#, amount and requestor are entered)

Excel spreadsheet sent to Schools for follow up ✗

Disk with signature locked in safe

Invoice entered into Phoenix system (only those to be paid) ✗✗✗✗

Once checks are cut docs filed alphabetically by budget year

Report generated from Phoenix for Invoices to be Paid (alphabetically)

A/P Check Run processed Every Two Weeks (Thursday)

A/P stuffs and mails envelopes (Friday)

Opposite Payroll Week; grants checks processed in separate batch because different bank account

A/P creates JE to send to Town along with Check Register and any Voids

JE sent to Accountant for Review prior to sending to Town (10% check)

End

End

Town of Newtown
Operations Feasibility Study (School District)
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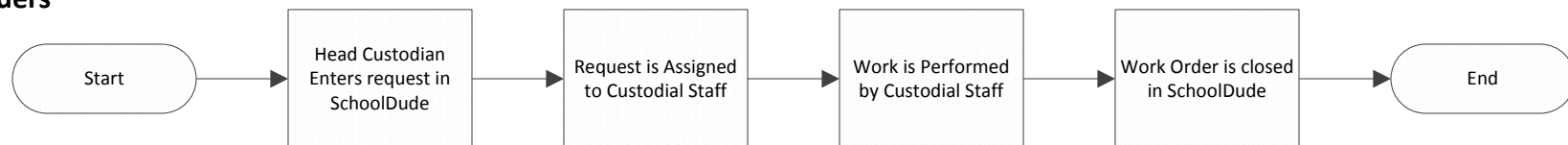**As of July 2011**
Version 1.0

```
                    ┌──────────────┐
                    │ Request for  │
                    │ Check        │
                    │ Form         │
                    └──────────────┘

                    ┌──────────────┐     ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
                    │ Employee     │     │ EE submits   │   │ Form sent to │   │ Entered into │   │ Processed in │   │ Check sent   │
  ┌────────┐        │ Travel       │     │ Supervisor or│   │ A/P for      │   │ Phoenix      │   │ batch with   │   │ back to      │
  │ Start  │───────▶│ Reimbursement│────▶│ Principal for│──▶│ processing   │──▶│ system       │──▶│ Purchase     │──▶│ School/      │
  └────────┘        │ Form         │     │ Approval     │   │              │   │              │   │ Orders       │   │ Requestor or │
                    └──────────────┘     └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   │ Mailed to    │
                                                                   │                                                  │ Vendor       │
                    ┌──────────────┐                               ▼                                                  └──────────────┘
                    │ Employee     │                        ┌──────────────┐                                                 │
                    │ Expense      │                        │ Forms Filed  │                               ┌────────┐        ▼
                    │ Reimbursement│                        │ Alphabetically│─────────────────────────────▶│ End    │
                    │ Form         │                        │ by Budget    │                               └────────┘
                    └──────────────┘                        │ Year         │
                                                            └──────────────┘
```

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Proposed Workflow
Human Resources

New Hires

Applitrack

used to fill new and open/vacant positions (excluding substitutes)

Online Form

Start

Personnel Action Form (PAF)

Includes demographics, union, non-union, etc.

PAF completed when candidate hired

Certified vs. Non-Certified Employees

HR Coordinator meets with every new hire to complete necessary paperwork

Tax forms, insurance forms, benefit plans, union contract, etc.

New Hire packet completed during in-person meeting with HR Coordinator

6 Unions

Applitrack not interfaced XXXX

HR Coordinator enters employee into Phoenix SunGard system

Tax W/H info, rate/salary amounts & non-benefit deductions entered in system

Data reviewed and approved prior to posting to system

HR Coordinator imports Applitrack data to System

Copy of New Hire packet sent to Payroll Coordinator

Payroll Coordinator sends Copy of New Hire Packet to Benefits Coordinator

Appropriate benefit deduction information (i.e., insurance, pension, etc.) entered in system

End

Separations

Start

Letter of Resignation

Involuntary Separation from School District

PAF completed by Building-Level Administrator or HR

Online Form

No Exit Interviews XXXX

HR Coordinator processes PAF and makes a note in Phoenix System

Business Office Secretary handles unemployment notification

B

To Payroll

Perform Exit Interviews

Hardcopy File removed from Active Filing Cabinet and placed in Archives

2 versions of survey: certified staff and non-certified staff

Exit Survey given to departing employee

Not many surveys sent back to School District

*Note: practice discontinued due to lack of responses

End

Town of Newtown
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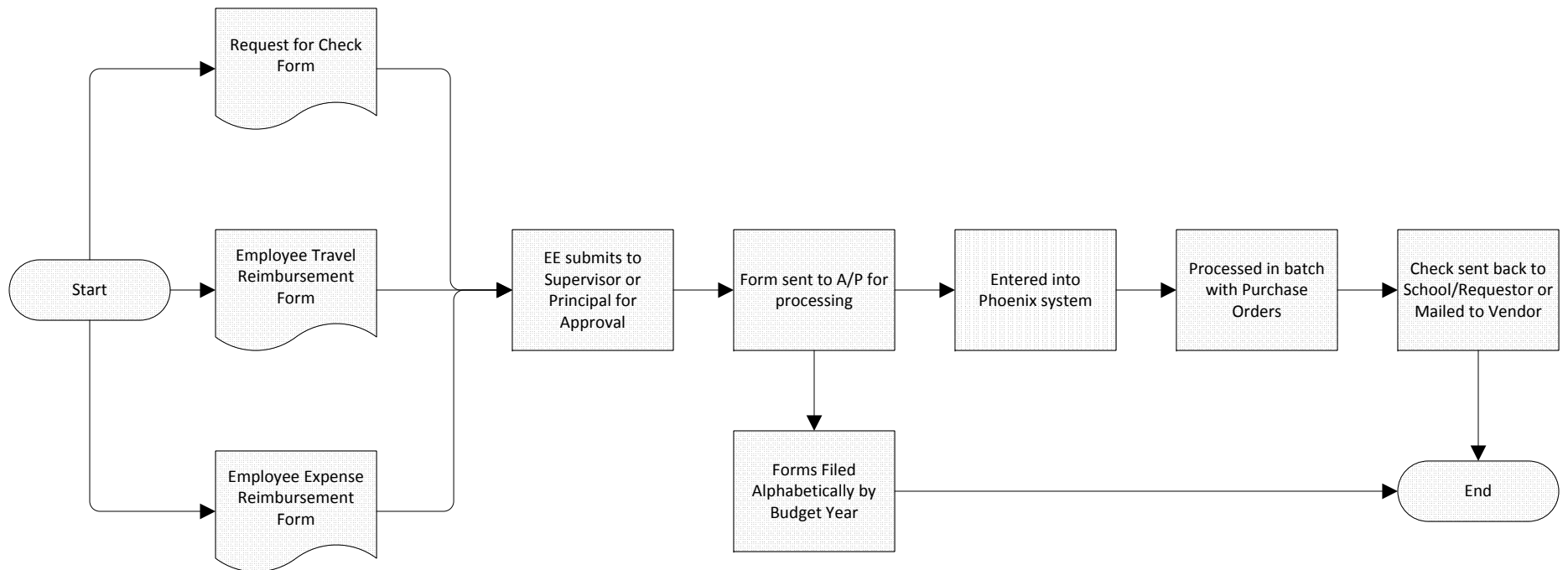**Proposed Workflow**
Payroll

normal payroll cycle

From HR

B

HR Coordinator processes Separation and schedules "inactivation" in system

Payroll manually calculates EE last paycheck

Benefits Coordinator calculates final benefit payment

Last Paycheck Generated in Phoenix System

Payroll "inactivates" employee in Phoenix system ✗

End

Absence Form (Certified Staff Only)

Each School completes a form for every day

School Secretary enters reason for absence in Phoenix system

Over-accrual?

No

Substitutes are included on this form
(Implement automated SubSystem)

Yes

Implement Decentralized Time & Attendance (Automate)

Start

Implement Decentralized Time & Attendance (Automate)

Distribution verified

Contact HR and Fill out PAF

Payroll Coordinator manually calculates Payroll (doc pay if required)

"Account Distribution Detail" report generated from Phoenix by Payroll Coordinator

Form sent to Payroll and Payroll Bookkeeper enters Substitute into Phoenix (HR)

Report printed from Phoenix (HR) and Payroll Bookkeeper enters time into Phoenix Payroll

Payroll Coordinator enters Total Hours for 2 weeks in Phoenix system every Monday and entry verified by Payroll Bookkeeper ✗

Timesheets (All Non-Certified Staff and Substitutes)

Supervisor and/or Building Principal Approve(s) all Timesheets

Timesheets submitted to Payroll ✗

Balancing and Keeping Track of Payroll Changes (Excel-based)

Deductions verified every Tuesday by Payroll Coordinator

Balances Excel file to Deduction Reports generated in Phoenix by Payroll Coordinator

Custodians, Secretaries, Educational Assistants, Speech Therapists, Nurses, Tutors, Interns, etc.

Payroll Coordinator reviews Time & Attendance Entries

Includes regular non-certified timesheets as well as extra work hours (for certified/non-certified staff)

Payroll Bookkeeper enters Attendance in Phoenix and absence hours are verified by Payroll Coordinator ✗

Payroll Coordinator processes any changes to deductions

enter notes/reason for change in Excel ✗✗

C

To Payroll Page 2

Town of Newtown
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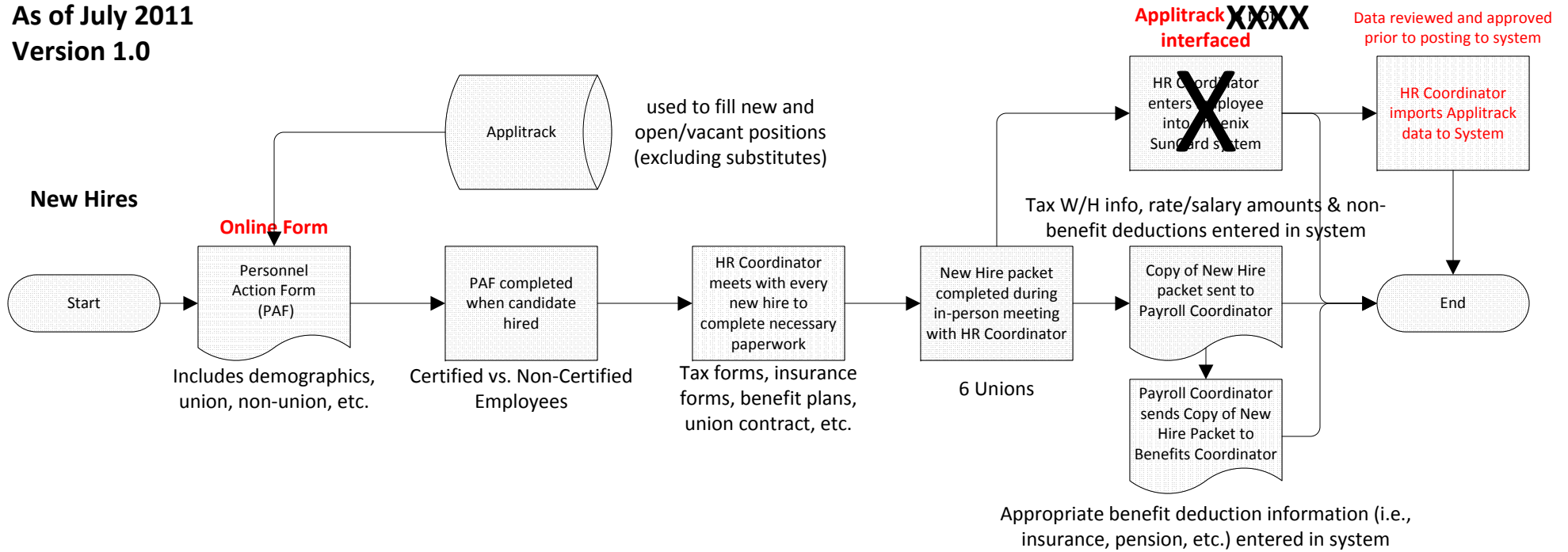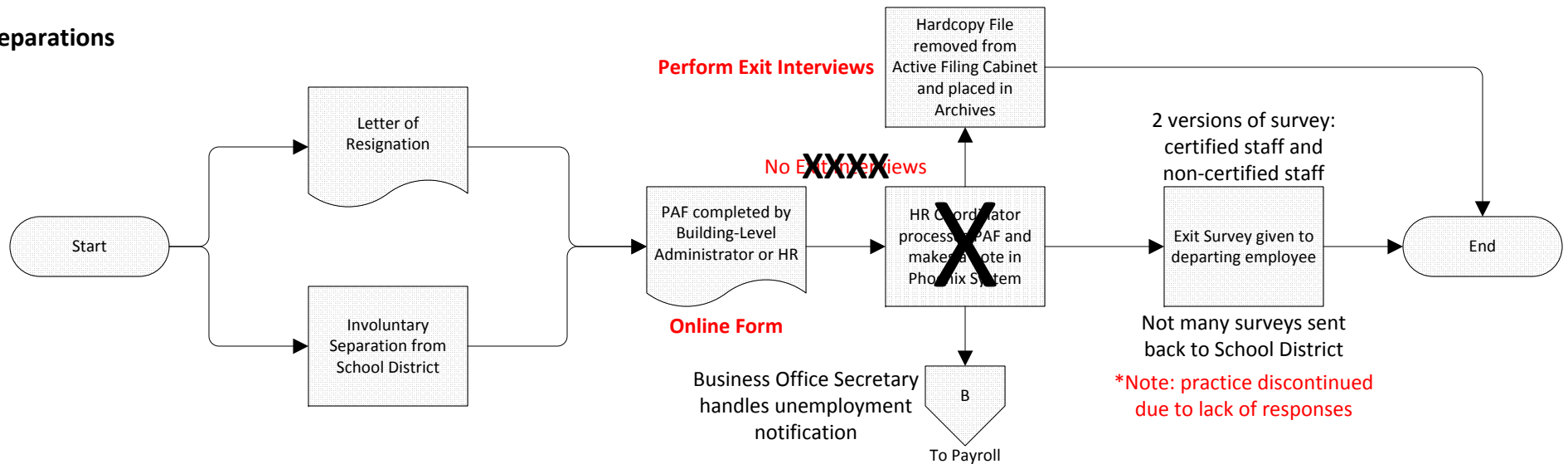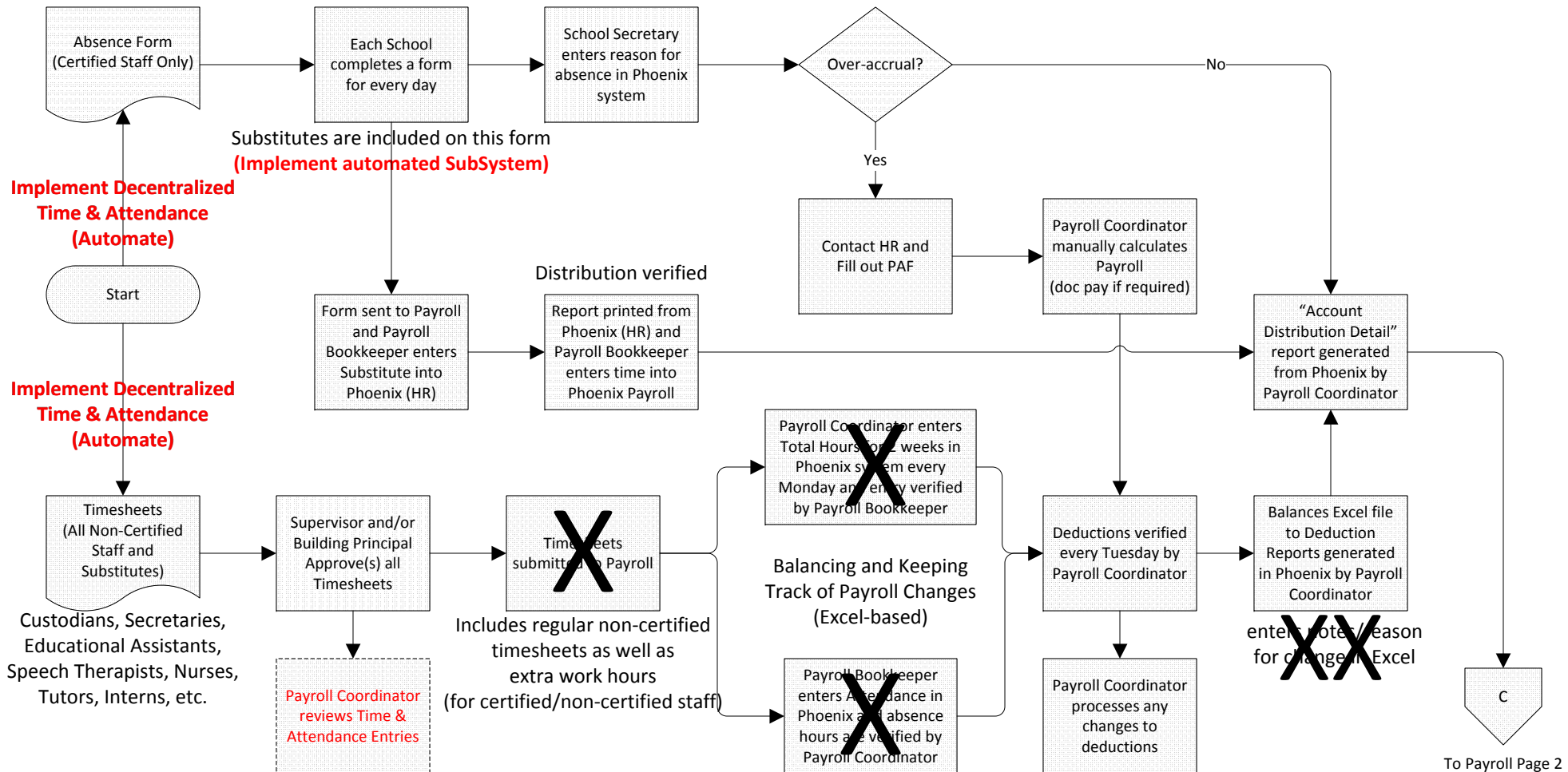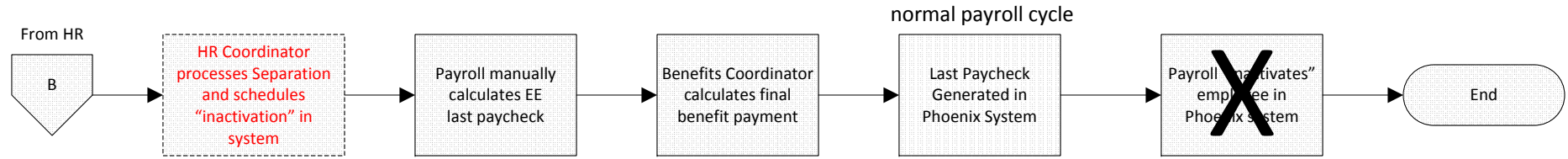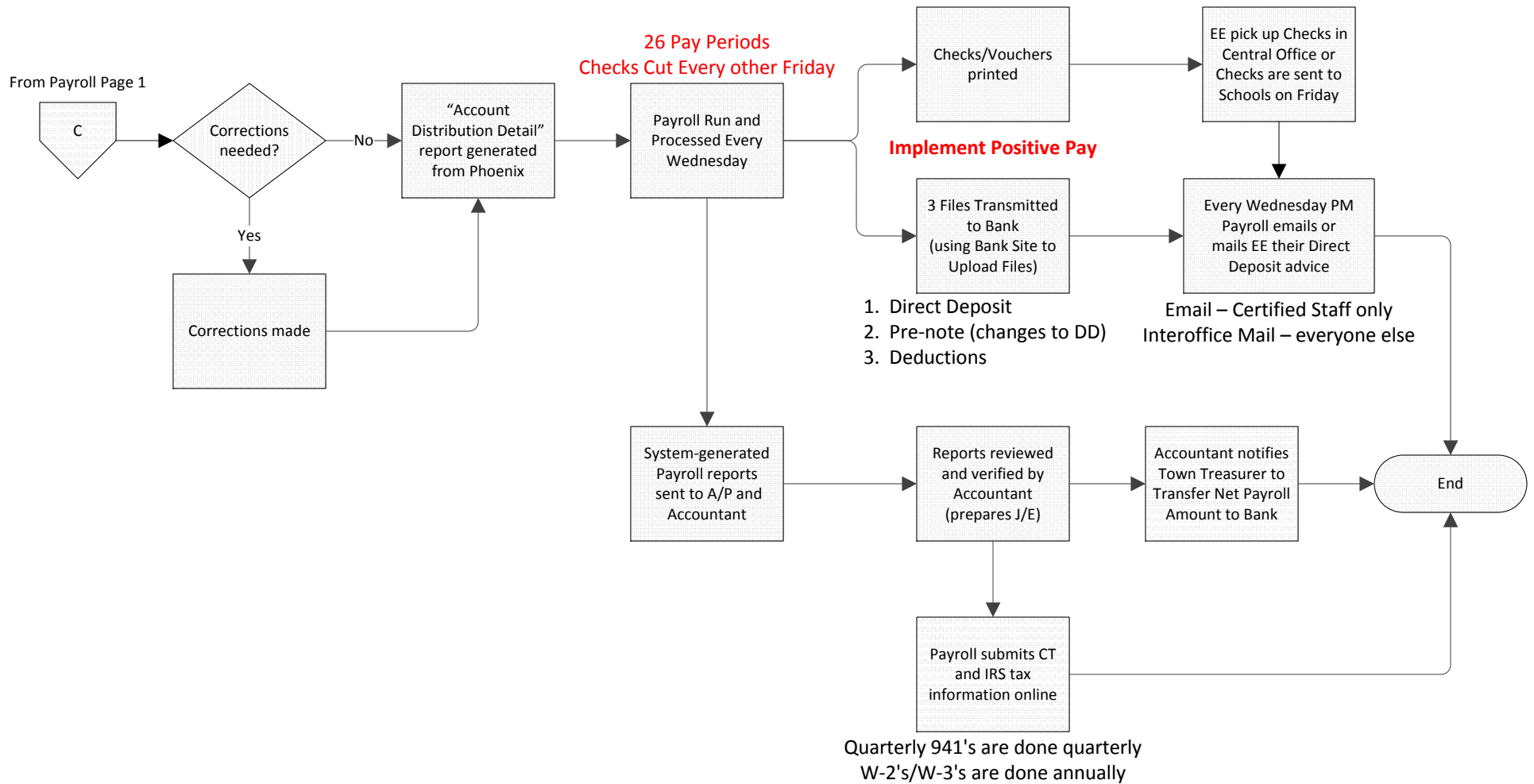**Version 1.0**

Proposed Workflow
Payroll

From Payroll Page 1

```
[C]  →  <Corrections needed?>  --No-->  ["Account Distribution Detail" report generated from Phoenix]  →  [Payroll Run and Processed Every Wednesday]
              |
             Yes
              ↓
      [Corrections made]  →  (back to Account Distribution Detail report)
```

26 Pay Periods
Checks Cut Every other Friday

[Checks/Vouchers printed] → [EE pick up Checks in Central Office or Checks are sent to Schools on Friday]

Implement Positive Pay

[3 Files Transmitted to Bank (using Bank Site to Upload Files)] → [Every Wednesday PM Payroll emails or mails EE their Direct Deposit advice]

1. Direct Deposit
2. Pre-note (changes to DD)
3. Deductions

Email – Certified Staff only
Interoffice Mail – everyone else

[System-generated Payroll reports sent to A/P and Accountant] → [Reports reviewed and verified by Accountant (prepares J/E)] → [Accountant notifies Town Treasurer to Transfer Net Payroll Amount to Bank] → (End)

[Payroll submits CT and IRS tax information online]

Quarterly 941's are done quarterly
W-2's/W-3's are done annually

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Proposed Workflow
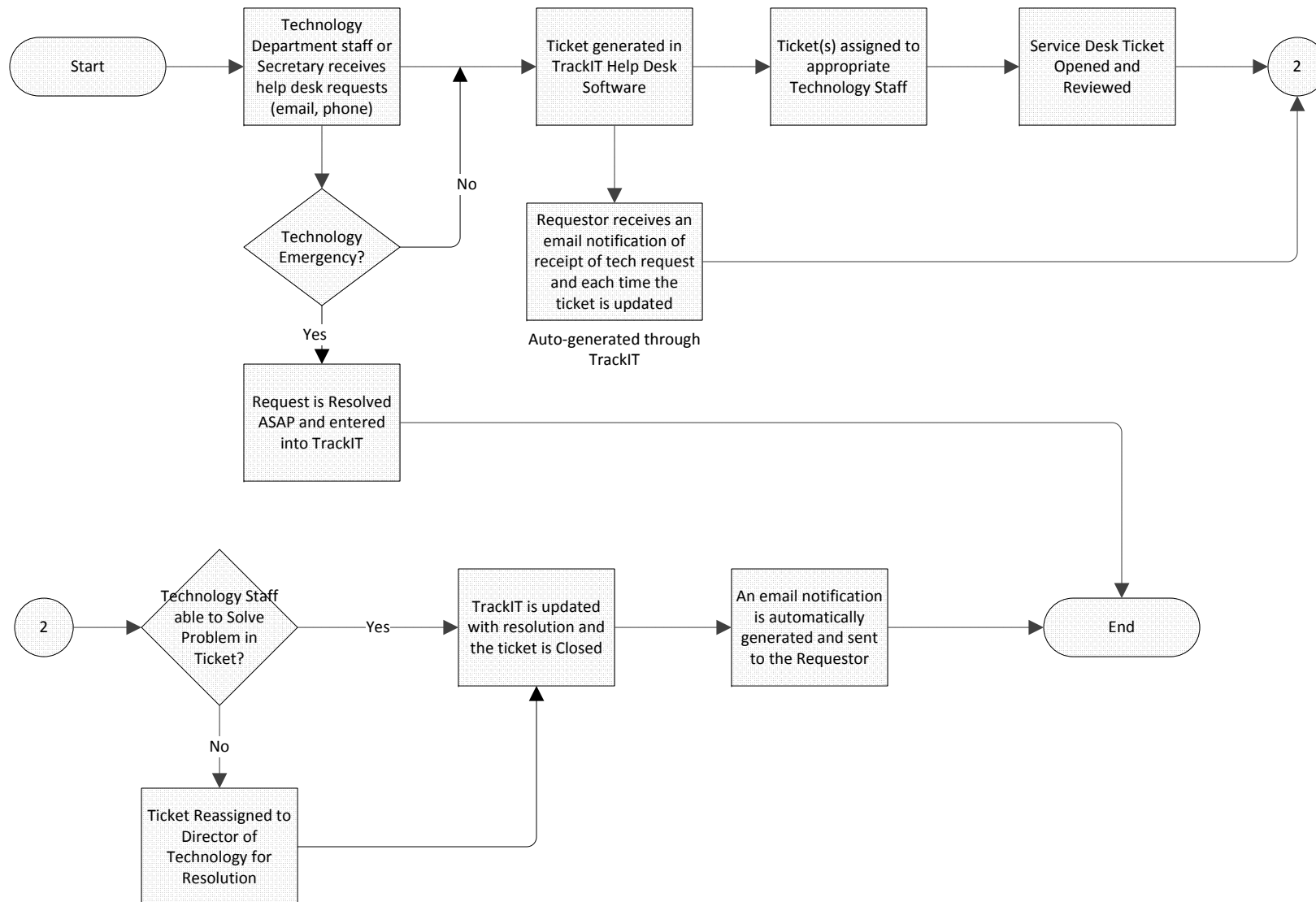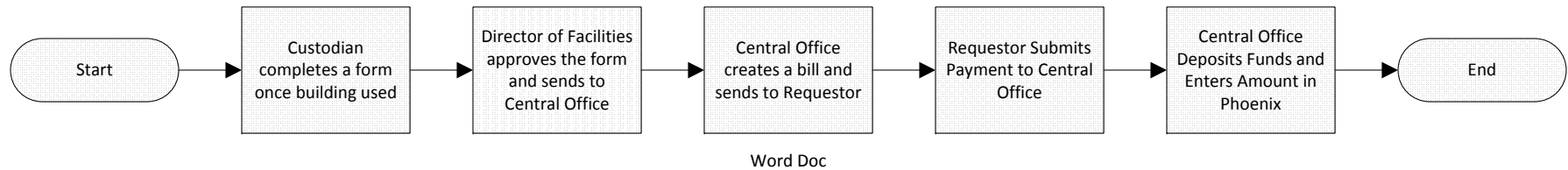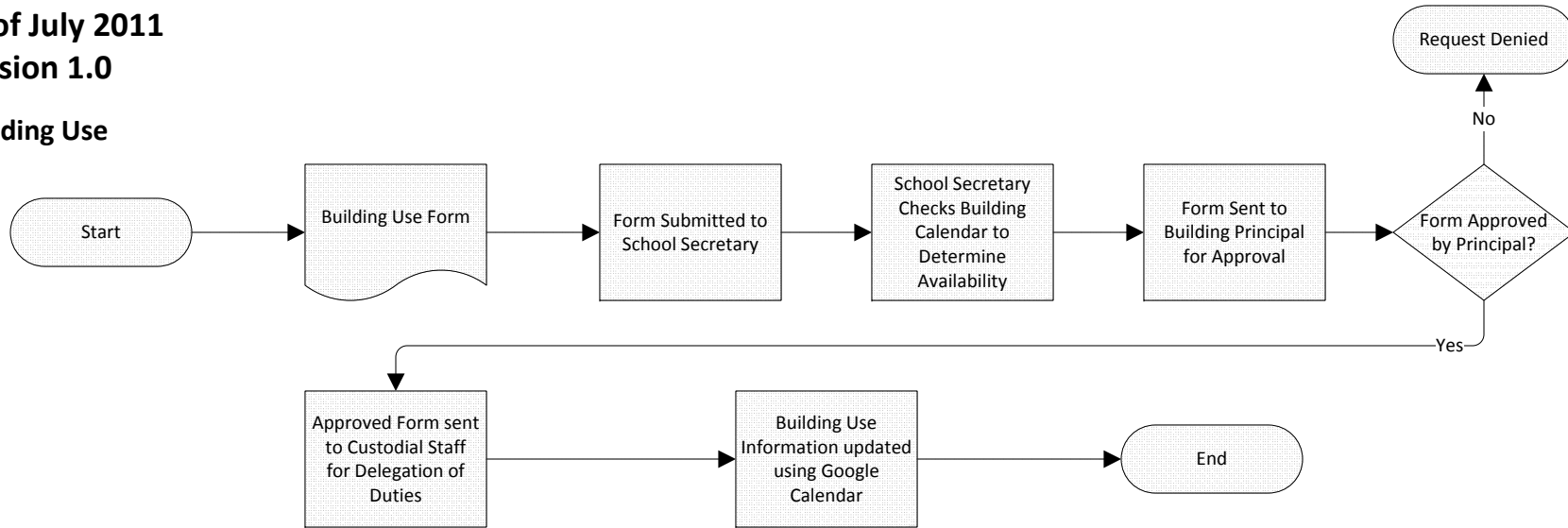**Information Technology**

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Proposed Workflow
Facilities

Building Use

```
Start → Building Use Form → Form Submitted to School Secretary → School Secretary Checks Building Calendar to Determine Availability → Form Sent to Building Principal for Approval → Form Approved by Principal?
```

Form Approved by Principal? → No → Request Denied

Form Approved by Principal? → Yes → Approved Form sent to Custodial Staff for Delegation of Duties → Building Use Information updated using Google Calendar → End

---

```
Start → Custodian completes a form once building used → Director of Facilities approves the form and sends to Central Office → Central Office creates a bill and sends to Requestor → Requestor Submits Payment to Central Office → Central Office Deposits Funds and Enters Amount in Phoenix → End
```

Word Doc

Work Orders

```
Start → Assigned Building Staff enter Work Order Requests in SchoolDude (Decentralized) → Head Custodian reviews & assigns request in SchoolDude → Request is Assigned to Custodial Staff → Work is Performed by Custodial Staff → Work Order is closed in SchoolDude → End
```